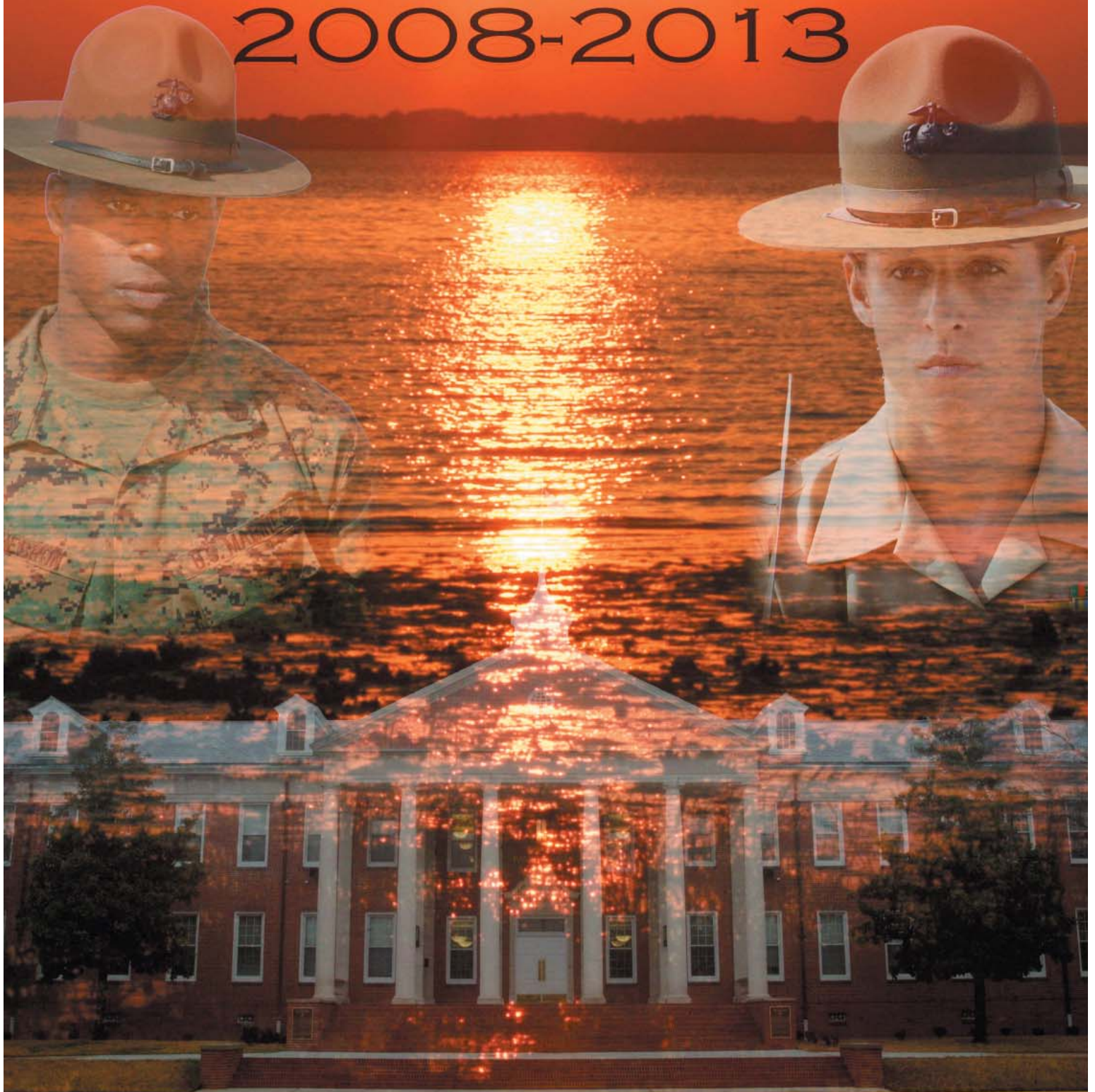


MARINE CORPS RECRUIT DEPOT
EASTERN RECRUITING REGION
PARRIS ISLAND, SC

STRATEGIC PLAN 2008-2013



STRATEGIC PLAN

MARINE CORPS RECRUIT DEPOT
EASTERN RECRUITING REGION
PARRIS ISLAND, SOUTH CAROLINA



**From the Desk of the
Commanding General
Marine Corps Recruit Depot/Eastern Recruiting Region
Parris Island, South Carolina**

The MCRD/ERR Strategic Plan represents our “corporate” level plan. It is intended to provide direction toward the achievement of this Command’s **vision: *We are a cohesive team committed to upholding the legacy and operational relevance of the Corps by attracting qualified young men and women and transforming them mentally, physically, and morally into U.S. Marines.*** The plan clearly defines our goals and objectives and integrates the three primary activities within this command: Recruiting, Recruit Training, and Base Operations.

Committed to working as a team, we -- Marines, Sailors, and Civilians -- will accomplish our **mission** of making “*Marines who are committed to our Core Values in service to the country.*” In essence, the MCRD/ERR Strategic Plan serves as a road map to plot effectively the future course of our Command.

The success of the plan is not determined by words on paper, but through the efforts and commitment of our multi-faceted team, families and friends that comprise Marine Corps Recruit Depot Parris Island and Eastern Recruiting Region. Supporting or Action Plans from each department and subordinate commands within MCRD/ERR, are the catalyst through which this Strategic Plan will become dynamic. The plans are formulated to add specific performance measures, both within and across departmental lines, that will serve to guide the day-to-day decision-making. We will measure our success by implementing the Strategic Plan through the use of a balanced scorecard that will measure progress on a quarterly basis.

Finally, the MCRD/ERR Strategic Plan provides a framework and process that integrate planning, management systems and leadership. It is designed to articulate our requirements for the future and allows us to lean forward and adapt to changing commitments and requirements. Like the changing environment around us, the Strategic Plan will change over time as assessments of goals and attainment of objectives are made, reviewed, approved and published.

I am committed to this plan and invite you to contribute to its development, implementation, and assessment -- it is our future!

A handwritten signature in black ink, appearing to read 'P. E. Lefebvre', written in a cursive style.

P. E. LEFEBVRE

COMMANDING GENERAL'S PRIORITIES

The Strategic Plan is a long-term process that effectively implements the vision set forth for MCRD Parris Island and the Eastern Recruiting Region. Our vision is to be a cohesive team that transforms qualified young men and women into U.S. Marines who are mentally, morally and physically fit to serve this Nation. All leaders, military and civilian, aboard the Depot and within the Eastern Recruiting Region are expected to achieve the goals stated within this document.

The Commanding General's priorities for this plan are shown below.



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MARINE CORPS RECRUIT DEPOT/ EASTERN RECRUITING REGION PARRIS ISLAND

Photo # NH 103917 USS Atlantic transporting Marines, circa 1918-1919



Parris Island is located in the southeastern corner of South Carolina's Low Country within Beaufort County, 70 miles south of Charleston and 45 miles north of Savannah, Georgia. Its 8,095 acres (of which 3,263 are habitable) are picturesque and sit 20 feet above sea level. The island is named after Alexander Parris, a descendant of English colonists who purchased the island and eight small surrounding islands in 1715. Marines were first stationed here in 1891 in the form of a small security detachment that guarded a U.S. Navy coaling station. Parris Island was established as a Recruit Depot on 1 November 1915 and has continued to train recruits ever since.

Prior to 1929, all transportation to and from the island was by ferry from Port Royal docks to the Recruit Depot docks. In that year, the causeway and a bridge over Archer's Creek were completed, thus ending the water transportation era.

During the fateful December of 1941, 5,272 recruits arrived here with 9,206 arriving the following month, making it necessary to add the 5th, 6th, 7th and 8th Recruit Training Battalions. As the war influx continued, five battalions were sent to New River, N.C. to train and the Depot expanded to 13 battalions. From 1941 through 1945, 204,509 recruits were trained here at the depot. More than 20,000 recruits were aboard the depot at the time of the Japanese surrender,

On February 15, 1949, a separate command was activated for the sole purpose of training female Marine recruits. This command has since been designated the 4th Recruit Training Battalion and is the only battalion in the Corps to train female recruits.

When the Korean conflict began in 1950, 2,350 recruits were in training. From then until the 1st Marine Division was withdrawn from Korea, Parris Island drill instructors (DIs) trained more than 138,000 recruits. During March 1952, the peak training load of 24,424 recruits was reached. The recruit tide again flooded during the years of the Vietnam War. A peak training load of 10,979 was reached during March 1966.

In April 1976, all Recruiting Districts were placed under the direct command of the Commanding Generals of the two Recruit Depots thus forming the Eastern Recruiting Region (ERR) at Parris Island and the Western Recruiting Region (WRR) in San Diego.

This change was made as part of an effort to improve the quality of recruiting and to better link the efforts of the recruiters and the DIs. The ERR, comprising the eastern half of the United States, to include Puerto Rico, is responsible to the Marine Corps Recruiting Command (MCRC) for all new accessions. The ERR is divided into three recruiting districts and 24 recruiting stations and is responsible for the enlistment and

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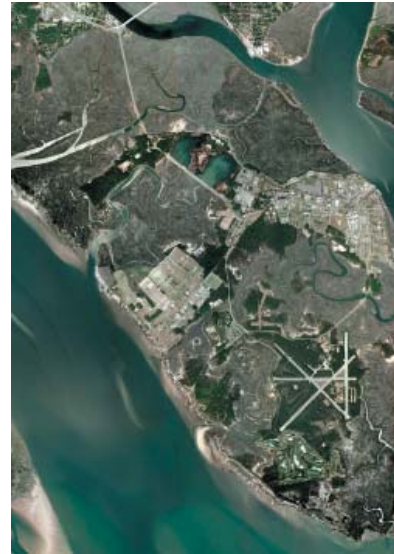
shipment of over 20,000 new enlisted recruits each year. These accessions include both regular and reserve components, as well as male and female. In addition to the enlisted recruiting mission, the ERR is also responsible for the accession of over 1,200 new officers through the Platoon Leadership Course, Officer Candidate Class and the Naval Reserve Officer Training Corps scholarship program. Furthermore, the ERR is responsible to MCRC for maintaining all Marine Corps quality standards as they pertain to new accessions. In October 2003, the ERR received the additional mission of conducting Prior Service Recruiting in the eastern United States. The Prior Service Recruiters are responsible for joining over 1,900 former Marines to Selected Marine Corps Reserve Units each year.

Major units aboard Parris Island include:

- Recruit Training Regiment
 - o 1st Recruit Training Battalion
 - o 2d Recruit Training Battalion
 - o 3d Recruit Training Battalion
 - o 4th Recruit Training Battalion
 - o Support Battalion
- Weapons and Field Training Battalion
- Headquarters and Service Battalion
- Branch Health Clinic

Major units in the ERR include:

- 1st Marine Corps District, Garden City, New York
- 4th Marine Corps District, Harrisburg, Pennsylvania
- 6th Marine Corps District, Parris Island, South Carolina



Today, over 20,000 new Marines graduate from Parris Island each year and over 500 Marine officers are commissioned through a variety of programs. The needs of the Department of Defense (DoD) have changed and the Marine Corps' size will increase from now until 2012, when we will train approximately 26,000 recruits annually, which results in an end-strength of 202,000 Marines. This gradual growth of recruits will impact all aspects of Depot and ERR operations. The unique requirements of the War on Terror (WOT) have had a significant impact on DoD policy and will continue to shape DoD operations and objectives for years to come. These same requirements ultimately shape MCRD/ERR Parris Island strategic goals. Whether that entails increasing our recruiting effort or recruit training throughput to achieve increased force sizing requirements, increasing our force protection capabilities, or updating and modernizing our training methods, the Depot will posture its operations to support both emerging and existing requirements.

As the Marine Corps' second oldest post, and one of two recruit training depots, Parris Island's unique community encompasses the collective experience of all Marines. Parris Island truly is the "Cradle of the Corps" and, therefore, is responsible for diligently preserving our heritage as well as our environment.

The Parris Island community is composed of Marines, Sailors, Civilian Marines, recruits, retirees, and family members. There are more than 1,900 active duty Marines and Sailors supporting the operations of Parris Island, along with more than 900 Civilian Marines. Nearly 1,800 family members and 3,200 retirees round off the military community in the area.

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The Depot currently houses 272 families. Also, more than 471 Depot families reside in Tri-Command Military housing, which is shared by Marines and Sailors from Marine Corps Air Station Beaufort and Beaufort Naval Hospital.

To help Marines and their family members achieve the desired outcome of personal and family readiness, self sufficiency, and accountability, the Depot has a very active Marine Corps Family Team Building (MCFTB) program with a strong focus on Lifestyles, Insights, Networking, Knowledge, and Skills (LINKS). In addition to those programs, the Depot Welcome Aboard sessions provide extensive information to newly joined Marines, Sailors and their families and is one of the many Marine and Family Services offerings at the Depot.

Parris Island has close ties to the local communities and their citizens and has a great economic impact on the local community. More than \$310,000 dollars were added to the economy through annual drives such as the Combined Federal Campaign. Each year we welcome over 135,000 visitors, who also contribute to the local economy. All told, the Depot's economic impact is annually estimated to be in excess of \$76 million.

Parris Island has a rich history of serving the community, as well as showcasing its Marines and their important mission. For example, the Public Affairs department ensures the Depot is represented within three Rotary clubs, Kiwanis, and two Chambers of Commerce board of directors. The Depot also opens its doors several times a year for a special 4th of July celebration, recruit holiday wrap event, and musical concerts. This past year alone, the Parris Island band has performed nearly 58 concerts in and around the area.



STRATEGIC PLAN

MARINE CORPS RECRUIT DEPOT
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VISION



“We are a cohesive team of Marines, Sailors, and Civilians committed to upholding the legacy and operational relevance of the Corps by attracting qualified young men and women and transforming them mentally, physically and morally into U.S. Marines.”

MISSION



“We make Marines who are committed to our Core Values in service to the country.”

GUIDING PRINCIPLES

“We are guided by our Core Values of honor, courage and commitment.”

“We are committed to...

- Pursuing quality,
- Being good stewards of resources and the environment,
- Ensuring the professional development of our people,
- Fostering positive community relations,
- Promoting an atmosphere that relies on teamwork and integration,
- Respecting all members of our team,
- Fostering an environment of decentralized decision making,
- Achieving a balance between our mission and Quality of Life,
- Leveraging technology whenever possible to improve efficiencies and enhance Quality of Life, and
- Being accountable for mission accomplishment, our people and ourselves.”



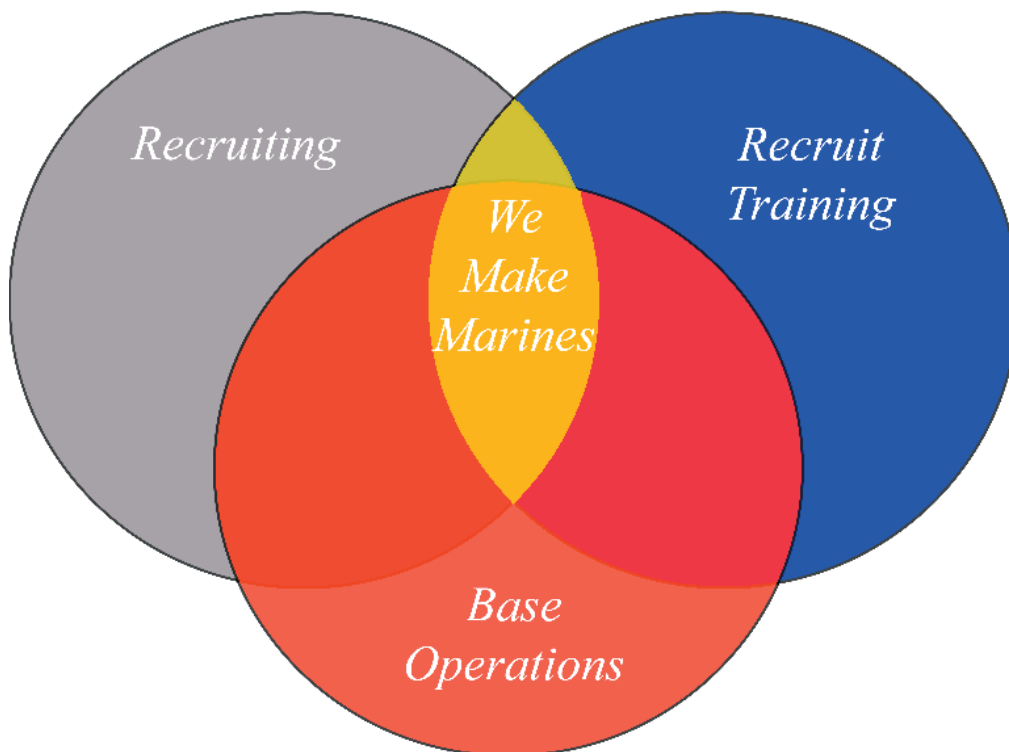
STRATEGY

Our strategy is centered on two themes: Mission Effectiveness and Quality of Life. Our goals were created to reinforce and ensure these themes are realized. Our mission of “Making Marines” hasn’t changed; however, it has become more complicated by the substantial changes in training and challenges in recruiting as we address the increased end-strength in the Marine Corps. Achieving an end-strength of 202,000 Marines affects our full spectrum of missions (Recruiting, Recruit Training and Base Operations) as we are now tasked to successfully transform 26,000 young Americans into basically trained Marines each year instead of the nearly 18,000 trained in FY06. Annex 1 of this plan addresses the increased accessions mission and establishes a phased approach to attain and sustain the required end-strength by FY12. Our goals include concepts highlighted in the Commandant’s Planning Guidance.

Because recruiting and training are not done in isolation, but are supported by various units and sections that support and enable the recruiters and DIs, increasing accessions impacts our Quality of Life. It is imperative for us, individually and collectively, to achieve our goals relating to Mission Effectiveness because these directly impact the Quality of Life for all.

Quality of Life is important. It is a theme and a major goal of this plan. We seek to improve both our working and home life opportunities as we move forward and maximize our effectiveness. “Making Marines” involves many people and organizations. It creates a synergy of leadership, values and commitment to the Marine Corps, our duties, our families, and our fellow Marines, Sailors and Civilian Marines.

Our strategy embraces these ideas. Our goals and objectives keep us focused on the task at hand – the making of a basic Marine – for service to the Nation and to our Corps.



RECRUITING

The recruiting mission mirrors the mission of Marines everywhere - to locate, close with and enlist young men and women of character to fill the ranks of the 21st Century Marine Corps. Recruiting qualified young men and women of character is the lifeblood of the Corps. It is the foundation for all the Marine Corps does to “Make Marines, Win Battles, and Return Quality Citizens to Society.” In FY07, ERR enlisted and shipped 19,500 new recruits to Parris Island. This was over 1,300 more recruits than were shipped the previous FY. This trend of increasing the annual ship mission will continue for the next few years as the Marine Corps continues to grow the force to 202,000 in order to support the Commandant’s guidance. In addition to the increasing missions, ERR is also growing the size of its recruiting force.

In FY07 alone, the ERR grew from 1289 Average Production Recruiters (APR) to 1386 and is scheduled to increase to 1488 in FY08 and 1585 in FY09. Adding this additional recruiter growth on top of the increased missions has created a very challenging environment. The ERR must stay on top of the continued mission/recruiter increases and will need to focus on the restructuring of its Recruiting Stations (RSs), which includes the possibility of adding a ninth RS to each District in FY10.



RECRUIT TRAINING

Recruit Training is a 12-week program that transforms individual recruits into basically-trained Marines. Recruits train in physical fitness, close order drill, combat water survival, martial arts, marksmanship, basic combat skills, and general military subjects. Recruit Training also focuses on the customs, traditions, and history that have made the Marine Corps respected worldwide. MCRD Parris Island is a formal school for recruit training as well as for the training of DIs. Those mental, moral and physical tasks/standards the Recruits and DI students are taught and embodied in Programs of Instruction (POIs) based upon the Marine Corps Common Combat Skills Program. The POIs are actively managed by the Depot to ensure relevancy and are approved by the Commanding General, Training and Education Command.

Forming the bedrock of any Marine's character are the Core Values of Honor, Courage, and Commitment. These values are incorporated into every aspect of Recruit Training and result in basically-trained Marines who will be better citizens when they return to their local communities upon the completion of their service to this country.



BASE OPERATIONS

Base Operations provides a high-quality working and training environment capable of evolving, growing and transitioning to meet support requirements. The unwavering focus of this support is on the Depot's mission of recruiting, training, and making basic U.S. Marines, while providing an environment that promotes a high quality of life for our Marines, Sailors, Civilian Marines, and families. Numerous factors present opportunities and challenges in the accomplishment of this mission: privatization initiatives, business analyses, regionalization studies, Base Realignment and Closure analyses, and limited fiscal resources. All support activities and infrastructure improvements must also incorporate or protect the unique cultural and environmental assets of Parris Island and its surrounding community.

In the next ten years, over 50% of the current civilian work force will be eligible to retire. To fill the ranks with the experience that will be lost, MCRD must face this challenge head-on through the Civilian Marine Work Life Cycle of recruit, acculturate, retain and refresh and separate and celebrate. We will recruit new Civilian Marines; they will adhere to, believe in and uphold our Core Values. Once recruited, we will acculturate them into the MCRD team. We will retain and refresh them with challenges and opportunities to enhance their careers. These recruitment efforts will entail solicitation of the brightest civilians to fill the voids of the dedicated Civilian Marines that came and served before them.

Along with the recruitment of a new workforce will be implementation of National Security Personnel System (NSPS). NSPS will be a challenge for all leaders, supervisors, management, and those employees converted to the new system. The new system will bring greater opportunity for each individual to control their work lives.



GOALS

Eleven strategic goals are discussed on the following pages. We used a strategic planning process which considered and incorporated applicable higher headquarters directives, strategic plans and campaign plans. These references are listed in Annex 3.

Our approach included the goals, each with strategic initiatives and objectives, which will aid us in achieving our desired outcomes. Objectives are the methods, techniques and/or tasks we plan to employ to move us from our current condition to the desired end state.

Each goal has a supporting plan or plan of actions and milestones that will be executed and monitored by a goalkeeper. Performance toward our desired end-states will be measured. These metrics are shown as Annex 2.

- Create an atmosphere that engenders cohesion and empowers decision-making at every level,
- Instill and sustain Core Values,
- Improve Quality of Life,
- Continually improve training and operations,
- Improve and integrate planning, execution and assessment,
- Enhance force preservation and reduce mishaps aboard the depot and within the ERR,
- Enlist quality recruits,
- Develop and maintain positive relationships with our local communities,
- Create a culture of continuous process improvement (CPI),
- Enhance our stewardship of resources, the environment, and our facilities, and
- Sharpen our force protection posture.

Goal 1: Create an atmosphere that engenders cohesion and empowers decision-making at every level

End State: The work environment at MCRD Parris Island fosters cohesion and decentralized decision-making.

- We review policies to ensure nothing inhibits smart decision-making; establish objectives and methods to assess and enhance communication.

Cohesion is the bonding together of members of an organization unit in such a way as to sustain their will and commitment to each other, their unit, and the mission. Cohesion is achieved by fostering positive peer pressure and reinforcing our Core Values to the point our Core Values become dominant over self-interest.



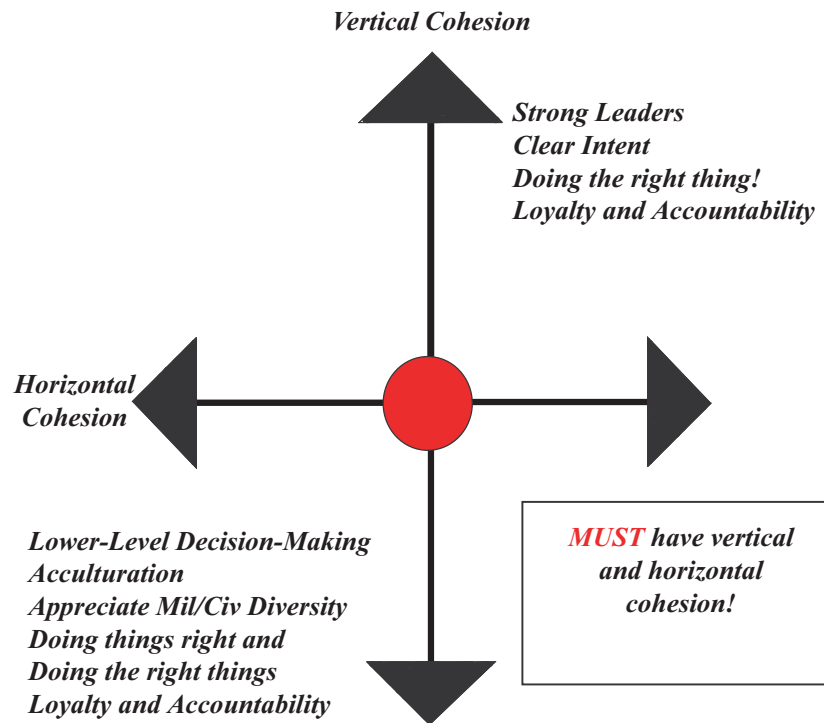


Figure 1

Figure 1 illustrates our overall approach and commitment to achieving cohesion. Vertically, we will continue to build on General Lejeune’s leadership model of teacher/scholar, parent/child, coach/team. This concept applies to the most senior military and civilian leaders down to the most junior personnel assuming a leadership role. We lead to build trust up and down the chain. Leaders at all levels provide clear intent, emphasize doing the right thing ethically, and require accountability. Working together as a team using sound communication, appropriate recognition, effort, etc. is critical and applies to all at the Depot and in ERR no matter what your position.

Horizontal cohesion is the bedrock of combat effectiveness and is equally important for us. The knowledge that you can depend on the Marine, Sailor or Civilian on your right or left and that they can depend upon you is paramount to our success. We must each adhere to the Core Values (CV) and expect the same of others. We must recognize, appreciate, and capitalize on our similarities and differences. Each component of the workforce, military or civilian, must value what the other brings to the Depot and ERR. Together with trust and understanding of the individuals to our left and right, and above and below, we will be a collaborative team that works toward a common mission and cohesion will be realized.

Strategic Initiatives

- *Improve command communication to enhance cohesion and a shared sense of mission.*

Objectives: Conduct joint civilian/military Professional Military Education (PME) events on the Strategic Plan; develop and implement a joint civ/mil “new join orientation” program; ensure and monitor joint civ/mil information briefs on common interests (Anti-Terrorism/Force Protection (AT/FP), Safety, Disaster Prep, etc.); and analyze and develop to improve routine communications

- *Identify and resolve command climate issues.*

Objectives: Conduct coordinated annual MCRD PI/ERR Defense Equal Opportunity Climate Survey (military survey); conduct coordinated annual MCRD PI/ERR Equal Employment Opportunity Climate Survey (civilian); and Executive Steering Group (ESG) sub-committees take appropriate action(s) on identified issues.

- *Improve professional development of Civilians and keep Marines through training, mentoring and leadership.*

Objectives: Develop and provide courses for Marines, Sailors, and Civilian Marines that will aid cohesion and assist the military and civilian work force to better understand their roles on Parris Island; increase submissions to the civilian educational programs (Aspiring Leader and New Leader programs); develop PME-type training for civilians; increase Resident PME attendance and increase Non-resident PME completion for Marines.

- *Identify and provide combat stress care for physical and mental injuries sustained while deployed.*

Objectives: Coordinate liaison between commands and Navy medicine to ensure check-in procedures identify Marines and Sailors requiring Post Deployment Health Reassessment (PDHRA); continually monitor initial medical screening and follow-up appointments to ensure effectiveness. Most Marines’ and Sailors’ returning home from combat suffer some form of Post Traumatic Stress Disorder (PTSD). Service members will be encouraged to seek continuity of care. Follow-on treatment will not be viewed negatively by commands.

Goal 2: Instill and Sustain Core Values

End State: We instill and maintain CV in all personnel, as demonstrated by Marines, Sailors, and Civilian Marines who confidently make the best possible ethical decisions in the face of all physical, moral, and mental challenges.

We facilitate spiritual readiness as the foundational element in the spiritual continuum of individual Marines and recruits and within the institution by using a values-based approach and by emphasizing positive modeling behaviors that will enhance mission success.

Strategic Initiatives

- *Civilian and Military training coordinators together develop a comprehensive integrated professional development plan for military (permanent party) and civilian personnel that concentrates on positive actions.*

Objectives: Identify training required by permanent Marines, Sailors and Civilians; develop and provide relevant instruction on CV for permanent party Marines, Sailors and Civilians; and create a CV sustainment plan that highlights positive CV being demonstrated

- *Develop the trainers to instill and maintain CV.*

Objectives: Utilize CPI ESG as a CV board to review and validate existing courses and create and provide courses to cover identified deficiencies.

- *Develop an awards and incentive program that rewards those who demonstrate CV through noteworthy actions.*

Objectives: Monitor CV accomplishments of Marines and Civilians quarterly using the CPI ESG to select best candidates; recognize Civilians at the Civilian Marine Breakfast, in the Boot or through monetary awards; commanders will continue awarding worthy Marines via Marine of the Quarter boards, Meritorious Promotion boards and the automated awards systems.

- *Develop an integrated model which conveys the concepts of spiritual readiness on a spiritual continuum for personnel throughout MCRD/ERR which includes: poolees, recruits, recruiters, DI School students, DIs and other permanent party personnel.*

Objectives: Create a Spiritual Readiness and Continuum Model and an implementation plan which facilitate Values Based Training (VBT) through Spiritual Readiness; reinforce the essentials of Modeling during curriculum development for Recruit and DI Programs of Instruction through collaboration and interface with staff elements; and consistently man religious ministry team assets to support VBT through coordination with higher headquarters.

- *Develop a comprehensive plan for the delivery of pastoral care to recruiters throughout ERR.*

Objectives: Establish positions to deliver pastoral care within respective ERR Districts and develop and implement a comprehensive plan for the Districts.

- *Deliver ministry in support of valid requirements for represented faith groups.*

Objectives: Recruits attend services based on their faith group; battalion chaplains provide recruit orientation training for each company; and religious accommodation training is provided for each DI class.

Spiritual Readiness and Spiritual Continuum

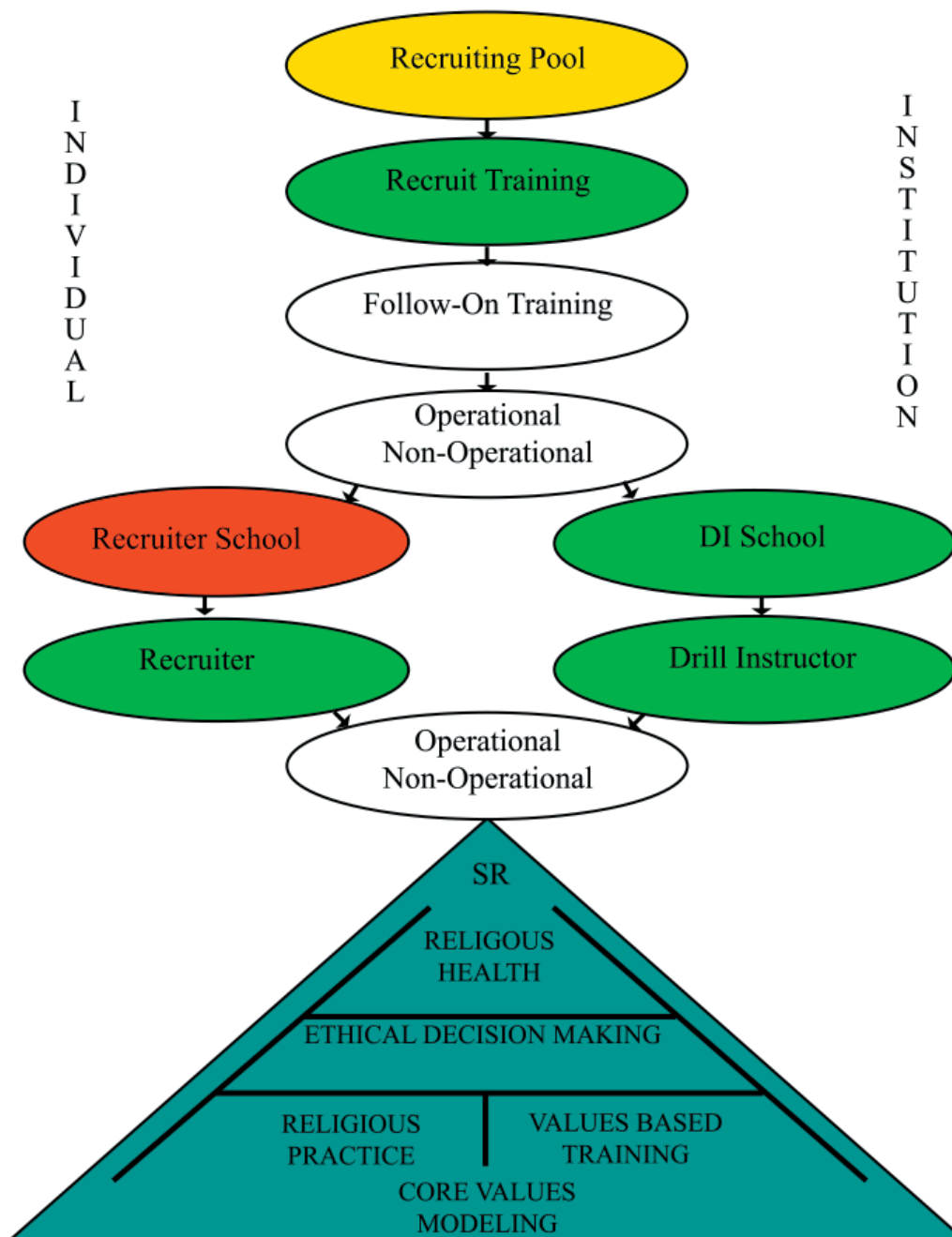


Figure 2

Figure 2 represents a model that identifies points in a Marines' career where the capstone of spiritual readiness at MCRD/ERR may have a direct impact. The strategic plan of Religious Ministries at MCRD/ERR is to maintain a "balance" for the individual and the institution regarding spiritual readiness, leading both the individual and the institution to develop and maintain a values-based approach.

Goal 3: Improve Quality of Life

End state: Quality of Life for Marines and their families is a priority at Parris Island. Our Quality of Life Improvement Plan includes participating in the Base Master Plan to the degree necessary to ensure improvements to facilities and safer working conditions, identifying our Marines’ and Sailors’ needs, and continually depicting changes in trends. We strive to “WOW” (impress) our customers and find ways to elicit input from both the internal and external customers by doing the right thing the right way, and eliminating fear which stifles superior performance. We endeavor to make MCCS the most sought-after employer in Beaufort County by recognizing and training our employees in ways that will instill in them the initiative to do and be their very best. We promote awareness of MCCS programs through our external customers and employees and take action to eliminate programs that are not effective.

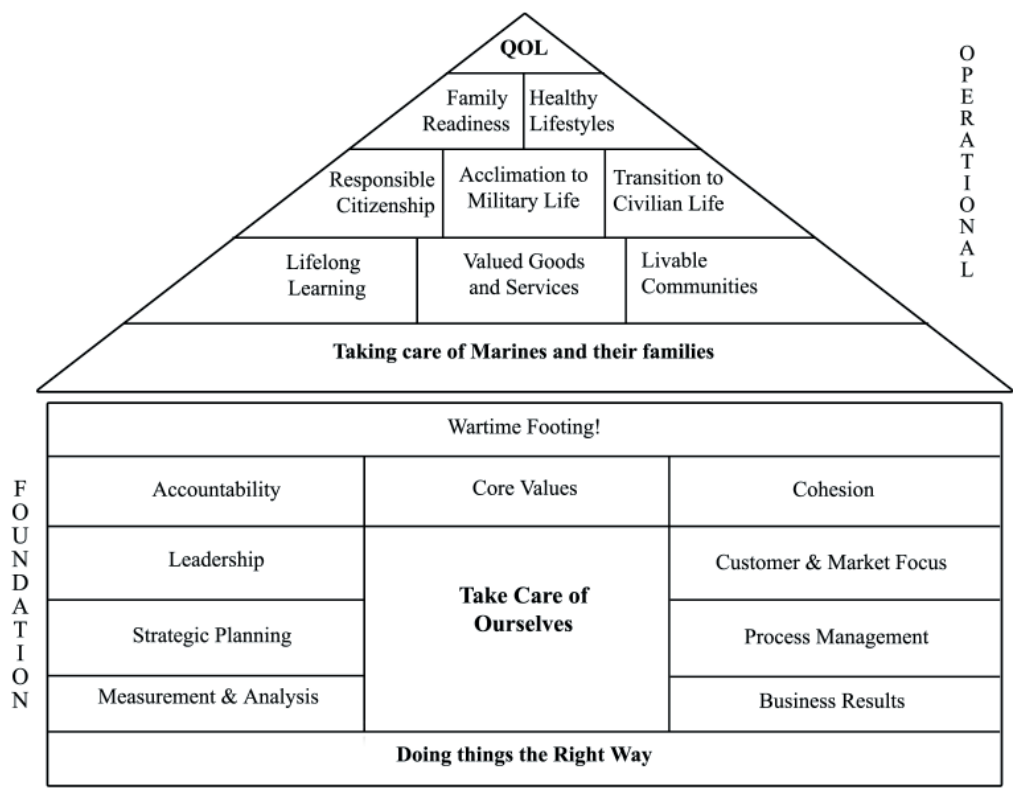


Figure 3

Figure 3 captures the whole range of MCCS support provided to Marines and their families and all MCCS customers external to the organization. Additionally it depicts the internal elements, which if successfully developed and performed well, will result in a world class organization providing services that create a tremendous Quality of Life environment. The top of the pyramid captures the general activities within MCCS and the bottom, or foundational, section are those characteristics which the organization and the individuals within the organization constantly attempt to improve upon because without the bottom, the top will never be fully realized.

Strategic Initiatives

- *Establish Quality of Life enhancement and sustainment plan.*

Objectives: Develop Five Year Construction Plan that ties to The Base Master Plan (BMP), identify trends and growth opportunities in leisure activities, and identify family needs and improve youth activities, youth sports and the child development center.

- *MCCS will “WOW” (impress) our customers by empowering our employees to improve their customer service skills.*

Objectives: Refine customer feedback system, create a culture of empowered employers, and implement superior customer service standards.

- *MCCS will be a team of professionals.*

Objectives: Create an environment that supports job proficiency and employee well being, implement an effective performance feedback system, implement proactive recruitment program, and establish an effective merit recognition program.

- *Increase MCCS program awareness, understanding and participation for our customers.*

Objectives: Create a culture in which all our customers are our ambassadors, enhance process to educate all customers with targeted educational campaigns, and evaluate the effectiveness of all advertising media available.

- *Improve working conditions on the Depot.*

Objectives: Improve interior and exterior of buildings and reduce on-base traffic congestion by progressing towards a Base Master Plan that aligns and segregates like function - recruit training, base operations and support, and family and visitors services.

- *Maximize Resourcing*

Objectives: Increase resources by identifying and implementing new business opportunities, increasing market share for existing businesses and providing APF support to MCCS as allowed by regulations.

Goal 4: Continually Improve Training and Operations

End state: MCRD consistently improves training methods and curriculum to maximize our strengths and negate weaknesses. Operationally we execute plans and programs of instruction flawlessly. We are the best at making basically trained U.S. Marines who understand and demonstrate our CV. We will continue to ensure that recruits and Marines are ready for the next level of their military training and are prepared for a rapidly changing environment and worldwide service.



Strategic Initiatives

- *Establish Values Based Training as the foundation upon which the development and conduct of all training is based.*

Objectives: All training reflects Marine Corps CV to include recruits, Marines, Sailors, and Civilian Marines; each class within the Recruit Training POI and DI School POI builds upon the values-based foundation and is tied in to CV.

- *Develop, coordinate and implement a plan that allows MCRD PI to accommodate increased training throughput without compromising quality of training in support of CMC-directed increase to 202K end strength.*

Objectives: Manage increased shipping throughput with minimal disruption and/or necessity to implement mitigation measures; ensure sufficient bed spaces to accommodate current tri-period schedule; implement executable plan with properly identified resources; and create and monitor synchronized execution matrix that serves as doctrine, organization, training, material, leadership and education, personnel and facilities (DOTMLPF cross-cutting planning tool).

- *Review POIs and update as required in order to maintain highest quality and most effective training curriculums possible.*

Objectives: Ensure training curriculums maintain relevancy despite dynamic, fluid environments in which Marines operate; curriculums provide comprehensive, methodical frameworks for achieving objectives of each course; Course Curriculum Review Boards (CCRBs) per established schedules; conduct periodic reviews of training and requirements manuals; and conduct internal CCRBs on quarterly basis, to include establishment of review and feedback mechanisms that provide dynamic, responsive POI updates and changes.

- *Leverage technology where appropriate to maximize training efficiency and effectiveness.*

Objectives: Implement and monitor an Automated Marksmanship Scoring System (AMSS) at the rifle range and implement automated testing for recruits where application will improve training efficiency.

Goal 5: Improve and integrate planning, execution and assessments

End state: The planning is conducted at the strategic level and completed within a prescribed and delineated planning cycle with the highest degree of staff coordination possible. Visibility to major events adds to synchronization in planning and preparation by facilitating timely flow of information and allowing timely decisions.

The planning methodology leads to the highest degree of synchronization, which facilitates decentralized execution, enables planning to be completed by future-operations sections within the subordinate units, alleviates manpower issues within planning sections of individual units, and enables those subordinate units to plan internal operational and training requirements more effectively.

Assessments for planning and execution are closed-looped and timely, utilize proper metrics that are true indicators of current states, and whenever possible are leading indicators of trends and probable future states.

Strategic Initiatives

- *Conduct synchronous planning and execution through the utilization of a Strategic Integration Tool.*

Objective: Publish and continuously update an annual Strategic Integration Tool that enables planning and execution at all levels of the command and conduct quarterly reviews of the Strategic Integration Tool and assess its accuracy and utilization.

- *Formal assessments are coordinated and provide meaningful and timely feedback to process owners.*

Objective: Identify and evaluate assessments within MCRD/ERR for timeliness and relevance, where possible integrate redundant assessments; annually review and update assessments; publish and maintain a master assessment list to be located within Quality Management.

Goal 6: Enhance Force Preservation and reduce mishaps aboard the Depot and within the ERR

End state: By 2008, we will reduce the number of preventable mishaps by 75 percent thereby meeting the Secretary of Defense's requirement. Our Force Preservation Program will be aligned with the requirements of our mission and operate as a viable staff section within the command. We will have an optimally staffed section and operate under a realistic budget. Our facilities will provide a safe and secure working environment.

Strategic Initiatives

- *Continuously develop, staff and implement new Command Force Preservation Order with appropriate directives.*

Objective: Ensure compliance with new Force Preservation Guidelines.

- *Identify motorcycle riders throughout the command and ensure proper training, licensing, and personal protection equipment requirements are understood and enforced.*

Objective: Reduce number of preventable motorcycle mishaps and educate motorcycle riders throughout the command.

- *Provide District Safety Officers, Unit Safety Representatives and Civilian/Active Duty Supervisors with required safety training.*

Objective: Ensure all applicable personnel have the necessary training to manage their own safety program.

- *Aid in the development of safety briefs that are more applicable to each population set.*

Objective: Identify requirements for each population set, develop POIs for each and maximize training, and monitor training results and implement changes to POIs as required.

- *Develop a Force Preservation partnership between "new" Marines, their families and the Depot.*

Objective: Ensure pre-departure Safety Briefs are being held prior to "new" Marines departing the Depot; aid in the development of "Warrior Preservation", "Operational Risk Management", and "Continuing the Transition" classes to be taught by DIs; and ensure a Letter of Instruction for Post Recruit Training Leave is sent to the families of new" Marines.

STRATEGIC PLAN

MARINE CORPS RECRUIT DEPOT
EASTERN RECRUITING REGION
PARRIS ISLAND, SOUTH CAROLINA

- *Ensure Safety and well being of Depot/ERR personnel and Facilities.*

Objective: Maximize effectiveness of EMS and fire services



Goal 7: Enlist Quality Recruits

End State: ERR continually recruits quality applicants in order to attain our assigned mission, by component and category, while meeting or exceeding the quality standards prescribed by the Commandant of the Marine Corps. Our goal is a well-trained and restructured force capable of accommodating the growth of an additional 200 recruiters over the next two fiscal years (FY08-09). The desired result will be to have a well-balanced recruiting force lead by seasoned career recruiters and well-trained command groups capable of meeting the Commandant's end-strength goal of 202,000.

Strategic Initiatives

- *Develop and maintain a viable screening process that identifies and trains potential Marine recruiters to become career recruiters.*

Objectives: Develop a method/process to identify Marines who can apply systematic recruiting as well as lead, train, motivate and supervise. The Districts will educate and encourage those identified to apply for the 8412 MOS.

- *Create and implement quality training for new Recruiting Station (RS) Commanding Officers.*

Objective: Develop and implement a Regional Orientation Course for RS Commanding Officers.

- *Develop a well-balanced recruiting structure that aligns the recruiting force with the target market in order to give each recruiter the opportunity for success.*

Objectives: Analyze and develop structure plans for the Districts that will balance the average contract per recruiter ratios within the region. Develop plans and milestones for the creation of a ninth RS within each district for implementation in FY10 if required.

- *Develop a marketing and advertising strategy that compliments the National effort and affords recruiting opportunities and lead generation throughout the Region.*

Objectives: Develop and maintain an integrated marketing strategy that drives prospects to recruiters, supports the recruiter's contracting efforts, establishes recruiting opportunities through event marketing and increases community relations through Marine Corps sponsored events.

Goal 8: Develop and Maintain Positive Relations With Our Local Communities

End state: Beaufort County and surrounding community leaders have a solid understanding of the Recruit Depot as well as Marine Corps issues. Key leaders, including U.S. Congressional members, are willing to engage on our behalf when it comes to military construction, base realignment and closure, and environmental initiatives. Likewise, they acknowledge our understanding of community and statewide initiatives and challenges. Public Affairs continues to spearhead opportunities for Marine Corps representation to foster positive attention and provide our commitment as good stewards. MCRD representatives participate in the Beaufort County leadership program and spearhead other like events to showcase Parris Island's own core values/leadership training. The Base maintains a close relationship with the community through a wide-range of volunteer efforts at local schools, Beaufort/Jasper County festivals, and local law enforcement partnering events.

Strategic Initiative

- *Establish a more symbiotic environment among local community leadership and military leadership.*

Objectives: Identify strategic opportunities by interacting with subordinate commands and civic organizations to develop increased awareness of the Marine Corps and its recruiting mission; maintain positive relations with the local community by facilitating participation in joint events both on and off the Depot and provide musical support to community relations and recruiting programs in order to create and promote the awareness of the Marine Corps and its recruiting mission, and to foster patriotic pride in the civilian communities

Goal 9: Create a culture of Continuous Process Improvement (CPI)

End state: All operations and processes are highly effective and efficient. We conduct CPI projects that increase our success in making Marines. All leaders and members of the organization effectively use integrated process improvement tools and methods to continuously evaluate and improve processes.

Strategic Initiatives

- *Develop a better understanding of the 36 installation processes by developing a baseline and identifying our stakeholders.*

Objective: Through a phased approach, develop 'as-is' flow process charts and identify stakeholders for each process.

- *Establish a structure and a process for the Command to identify and charter CPI projects, functional area projects and Beneficial Suggestion projects.*

Objective: Establish, charter and sustain an ESG composed of senior leaders by billet, who will analyze, prioritize, and recommend CPI projects; monitor Core Value issues; and review organizational command climate survey results.

- *Establish framework and supporting resources for functional teams to use in their CPI projects to ensure success. This includes marketing the concept, training the employees and then publishing the success stories.*

Objectives: Identify the training requirements for the appropriate personnel; communicate to the workforce via the various media venues available; develop and institutionalize the use of a local CPI handbook; write and publish a Depot Order that revives the Beneficial Suggestion Program.

- *Establish a recurring review process to capture external customers and internal process owner needs/requirements.*

Objective: Establish a formal feedback system that leads to identification of process improvement projects.

Goal 10: Enhance our stewardship of resources, the environment and our facilities



End state: We actively embrace stewardship in our planning processes and daily work lives while caring for the natural, financial and human resources we are given. Our stewardship efforts are widely communicated and advertised to all. Bottom line -- we maximize the resources we are given.

Strategic Initiatives

- *Enhance the stewardship of our supporting assets and financial resources.*

Objectives: Improve preventive and corrective maintenance processes for all assets that support base operations and recruit training to include: motor transportation assets, engineering equipment, weapons and optics, fire and emergency response assets, laundry support equipment and heating and cooling systems; implement aggressive energy conservation actions to meet Executive Order 13423 goal of reducing energy intensity by 3 percent annually through 2015; and improve the financial planning, budgeting and expenditure processes related to base operations, supply and maintenance, and construction projects.

- *Intensify the stewardship of our natural resources.*

Objectives: Improve environmental performance and mission support by implementing an Environmental Management System that identifies potentially harmful activities with corresponding environmental preservation procedures, reduce adverse impact on the environment by exploiting the latest conservation methods, and incorporate environmental impact considerations in all future planning and mission execution efforts.

- *Enhance the stewardship of our base operations and training facilities and supporting infrastructure.*

Objectives: Ensure the Facilities Maintenance Division (FMD) is properly structured and manned to inspect, maintain, and develop new project proposals for current and future workloads associated with increased accessions; Base Master Plan; implement Geofidelis Information System (GIS) program to develop detailed documentation of facilities and grounds to support maintenance and construction planning activities; re-establish the Command Inspection Program to increase overall facilities maintenance effectiveness; revitalize the Depot Development Board (DDB) process to ensure wide participation by all tenant organizations and stakeholders; and improve construction project planning by incorporating subject matter experts and lessons learned in the process.

- *Improve our clothing and individual combat equipment issue and management processes.*

Objectives: Partner with the Defense Logistics Agency, the Defense Supply Center Philadelphia and our prime vendors to develop and implement an integrated plan for process improvements that include issue, receipt, inventory, packaging and shipping, and requirements forecasting activities and reduce the time currently required to complete clothing and equipment issues, alterations and turn-in actions for recruits, DIs and permanent personnel.

- *Improve our acquisition process.*

Objectives: Reduce process for formal contracts for supplies and services (25K1Mil) to 73 days, and to 120 days for over 1Mil; process simplified acquisition procedures (SAP) (supplies 2500 to 25K) in less than 15 days; process SAP (services) in less than 20 days.

- *Improve mission effectiveness and Marine quality of life by providing the tools to succeed and make better Marines.*

Objectives: Upgrade recruiting and training management systems to better support the mission of MCRD/ERR and continue to push the technology envelope while transforming policies from roadblocks into force multipliers.

- *Create a seamless, paperless flow of recruit data from “street to fleet” enabled by a work anywhere environment that increases Corps security, accountability and efficiency.*

Objective: Eliminate paper from all recruiting and training processes by automating all transactions.

STRATEGIC PLAN

MARINE CORPS RECRUIT DEPOT
EASTERN RECRUITING REGION
PARRIS ISLAND, SOUTH CAROLINA

- *Improve the financial execution for the Depot and ERR.*

Objectives: Improve accuracy of allocation and obligation phasing plans, improve Fund Manager execution of obligation phasing plan, improve Fund Manager ability to prioritize funding requirements in order to accomplish assigned mission within allocated funding.

- *Ensure adequate manpower requirements for the Corps' growth.*

Objectives: Select the right Marine at the right time and place in support of recruiting/DI/support billets, coordinate for additional military and civilian billets, and develop/implement a position management plan to handle retiring and recruitment of civilian work force.



Goal 11: Sharpen our force protection posture

End State: MCRD/ERR is able to meet our mission during periods of destructive weather and terrorist incidents. We prepare for destructive weather, prevent terrorist attacks, and respond to incidents.

Bottom line – Continuity of Operations.

Strategic Initiatives

- *Develop access control procedures utilizing “defense in depth” concepts to positively control access to the Depot while balancing the need to encourage civilian participation in Depot events.*

Objectives: Implement a policy to discriminate between DoD affiliated and non-DoD affiliated personnel attempting to gain access to the installation; utilize multiple screening options for personnel desiring access to the installation including the Parris Island Gateway control point, Horse Island main gate, and parade deck screening points; maintain the ability to detect explosives at all of these screening points; and develop and implement a contractor access control policy in order to prevent terrorists and criminals from gaining access to the installation.

- *Upgrade infrastructure to enforce access control policies while not restricting legitimate access to the installation.*

Objectives: Oversee design and construction of a new main gate that will allow proper screening of non-DoD affiliated personnel while not restricting DoD affiliated personnel. The gate will include existing access control technologies such as explosive detection and automated license recognition and be designed to efficiently incorporate future technology such as biometrics.

- *Positively enforce the standoff requirements identified in the Unified Facilities Criteria (UFC) around the Depot’s primary gathering locations.*

Objectives: Obtain funding for construction of the barrier plan around 1st Recruit Training Battalion and the parade deck, develop and program barrier plans for the remaining barracks and for the Headquarters building, ensure adherence to the UFC on all new construction, continue to develop the barrier plan to be implemented in higher FP conditions, and ensure barriers and lift assets are available to support this plan.

- *Improve situational awareness to the local, national, and worldwide threat level as it pertains to MCRD/ERR Parris Island. Provide guidance to the Depot commands, tenants, and the ERR directing an appropriate force protection posture in response to the threat level.*

Objectives: Conduct intelligence fusion utilizing information from HHQ, anti-terrorism websites, and law enforcement sources; conduct threat assessments for all major Depot functions and facilities within the ERR; ensure timely and concise intelligence updates are distributed to the Depot and ERR; and complete the force protection order for both the Depot and the ERR.

- *Develop, coordinate and implement an Emergency Response plan that allows MCRD PI to safeguard recruits, Depot personnel and their families in the event of destructive weather and facilitates continuity of training operations as necessary.*

Objectives: Safely evacuate all personnel in the event of destructive weather; ensure ability to maintain effective accountability for personnel and equipment; coordinate with state and local officials as required; effectively conduct recovery operations following destructive weather; minimize disruptions to recruit training following destructive weather by establishing continuity operations in alternate locations for the duration of the recovery effort aboard PISC; annually review MOUs, MOAs, and ISSAs required to support the order; and implement procedures to incorporate lesson learned from other sources into our plan.

- *Coordinate the development of the Depot's response to pandemic influenza.*

Objectives: Review HHQ directives, state and local plans in order to develop the Depot's pandemic influenza plan.



	A	B	C	D	E	F	G	H	I	J	K
1			ANNEX 1 - INCREASED ACCESSIONS								
2											
3			COMPLETE FILE w/ COMMENTS MAY BE FOUND ON THE SHARE DRIVE								
4											
5			Task Complete								
6			Task In Progress								
7			Task will not be achieved								
8		X	Task Started/Completed FY Qtr								
9		X SC	See Comment(Red Tab/Corresponds to Line #-Printed Version)								
10											
11											
12				FY 2007				FY 2008			
				1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
13			PERSONNEL								
14			AC/S, G-1								
15		30	Civilian Employment Jobs								
16			PD complete				X SC	X SC	XSC	X	
17			PD Sent Stenis								
18			PD Return Stenis								
19			Position Advertised								
20			Position Filled								
21			Military								
22			RTR (85 DI's and 15 Officers)								
23			TOCR Submitted	X							
24			TOCR Approved	X							
25			Order Issued		X SC			X SC	XSC	X	
26			"Q" Company Stood Up						X	X SC	
27			HSBn (3 Personnel)								
28			TOCR Submitted					X SC			
29			TOCR Disapproved								
30			WFTBn (10 Personnel)								
31			TOCR Submitted	X							
32			TOCR Disapproved			X SC		X SC			
33			AC/S, G-4								
34			Civilian Motor Transport								
35			PD complete					X SC			
36			PD Sent Stenis					X SC			
37			PD Return Stenis					X SC			
38			Position Advertised					X SC			
39			Position Filled						X SC	XSC	
40			Depot Clothing Fitters								
41			PD complete					X SC			
42			PD Sent Stenis					X SC			
43			PD Return Stenis					X SC			
44			Position Advertised					X SC			
45			Position Filled						X SC	X SC	
46			Supply and Services - ASP								
47			PD complete				X SC				
48			PD Sent Stenis				X SC				
49			PD Return Stenis				X SC				
50			Position Advertised					X SC			
51			Position Filled					X SC		X	
52			Civilian Fire Department								
53			PD complete	X SC							
54			PD Sent Stenis	X SC							
55			PD Return Stenis	X SC							
56			Position Advertised				X SC				
57			Position Filled					X SC		X	
58			Civilian - Facilities Maintenance								
59			PD complete			Complete					Complete
60			PD Sent Stenis				Complete				Complete
61			PD Return Stenis				Complete				Complete
62			Position Advertised					Pending			
63			Position Filled					Pending			
64			Aromory - Technicians				X SC				
65			PD complete				X SC				
66			PD Sent Stenis				X SC				
67			PD Return Stenis				X SC				
68			Position Advertised					X SC			
69			Position Filled					X SC			
70			BILLETING								
71			Sq. Foot Issue				X SC	X SC	XSC		
72			Waiver Submitted						XSC		
73			Waiver Approved								
74			Modular Building Purchase					XSC	XSC	X	

	A	B	C	D	E	F	G	H	I	J	K
1			ANNEX 1 - INCREASED ACCESSIONS								
2											
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4											
5			Task Complete								
6			Task In Progress								
7			Task will not be achieved								
8		x	Task Started/Completed FY Qtr								
9		x sc	See Comment(Red Tab/Corresponds to Line #-Printed Version)								
10											
11											
12											
				FY 2007				FY 2008			
				1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
75			Phase I - 3rd Bn								
76			Design								Begin
77			Bid Out						Expected		
78			Bid Accepted							Expected	
79			Construction Begins								
80			Construction Complete								
81			Occupy								
82			Phase II - 3rd Bn								
83			Design								
84			Bid Out								
85			Bid Accepted								
86			Construction Begins								
87			Construction Complete								
88			Occupy								
89			Phase III - 3rd Bn								
90			Design								
91			Bid Out								
92			Bid Accepted								
93			Construction Begins								
94			Construction Complete								
95			Occupy								
96			MAINTENANCE/RENOVATION - 1ST AND 2ND BN								
97			2nd Battalion Barracks				Accepted	Begin		Suspend	Occupy
98			1st Battalion Barracks								
99			UV Lighting Purchased/Installed					XSC	XSC		
100			LOGISTICS								
101			T/E Adjustments in Support of RTR (Rifles, SL3 Items, 782 Gear)								
102			Needs Identified				X				
103			Request Submitted					X			
104			Gear Arrives PISC							X	
105			T/E Adjustments in Support of RTR (Rifles, SL3 Items, 782 Gear)								
106			782 Gear Needs Identified				X		X		
107			782 Gear Purchase requests forwarded to TECOM for their purchase				X				
108			Replacement and replenishment 782 Gear put on order				X		X		
109			782 Gear received at Parris Island							X	X
110											
111			Needs Identified for additional Recruit support Items (Footlockers, Racks, Linen)				X				
112			Request Submitted for additional Recruit Support Items						X		
113			Additional Recruit Support Items Arrive PISC							X	
114			Second Personal Effects Security Cage specs identified.					X			
115			Get funding and submit contract request or Maint Work Request for installing the fencing for Second Personal Effects Cage inside 500A						X		
116			Second Personal Effects Security Cage installed.							X	
117			GSA/GME Increase (Ambulances/Buses/Vehicles/Portable Bleachers)								
118			Needs Identified		X SC						
119			Request Submitted			X SC	X SC				
120			Gear Arrives PISC							X SC	X SC
121			GSA/GME Increase Fire Department Ambulance								
122			Needs Identified	X							
123			Request Submitted					X		X	
124			Gear Arrives PISC								
125			Ammo Increase								
126			Needs Identified			X SC					
127			Request Submitted					X SC			
128			Ammo Arrives PISC					X SC		X	
129			Meal Increase Mess Hall								
			Payment for meals is generated by headcounts and paid by HQMC. Headcount data is provided when shipping data is received. LFS-4 is aware and has budgeted as appropriate. Sodexo is aware of increases and has planned accordingly. FY 07 Scheduled to feed 17,006. FY 08 Scheduled to feed 22,423	X SC							
130											
131			Meal Increase Box Lunch								

	A	B	C	D	E	F	G	H	I	J	K
1			ANNEX 1 - INCREASED ACCESSIONS								
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4											
5			Task Complete								
6			Task In Progress								
7			Task will not be achieved								
8		x	Task Started/Completed FY Qtr								
9		x sc	See Comment(Red Tab/Corresponds to Line #-Printed Version)								
10											
11				FY 2007				FY 2008			
12				1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
132			Payment for box lunches is generated by receipt of box lunches sold. Sodexo is aware of increases and has planned accordingly. FY 07 Scheduled to feed 17,006. FY 08 Scheduled to feed 22,423. Needs fluctuate and are generated by S 3s' requirements.	X SC							
133			ADDITIONAL REFRIGERATED STORAGE SPACE								
134			Additional refrigeration will be required in 1st, 2nd, 3rd, Wpns Jul-Dec to store additional subsistence caused by accessions. Contracted commercial refrigeration units are recommended.	X SC					XSC		
135			Depot Clothing Space/Facility Upgrades								
136			Needs Identified		X SC						
137			Request Submitted				X SC				
138			Gear Arrives PISC					X SC			
139			Recruit Uniform Alterations Contract								
140			Needs Identified			X SC					
141			Request Submitted					X SC			
142			Gear Arrives PISC								
143			TRAINING								
144			Support of Operational Training								
145			Rifle Range					X SC			
146			Pistol Range								
147			Swim Qual/Requal				Operational		Complete		
148			Acquisition of AMSS								
149			Range Maintenance								
150			MCCS								
151			Rct Services								
152			Personnel Hired								
153			Barbers				X SC				
154											
155			Cashiers				X SC				
156											
157			Travel Agents				X SC	X SC			
158			Facilities Upgrade				X SC				
159			MEDICAL/DENTAL								
160			Medical/Dental Space								
161			BMC								
162			BAS (Renovation of 1st and 2nd Bns)				Pending				
163			Milcon (3rd Bn BAS)				X SC				
164			Personnel Deficiencies				X SC	XSC			
165			Request Submitted					XSC			
166			Request Approved								
167			Personnel Ordered to PISC					XSC			
168			SAFETY								
169			Span of Control Degraded								
170			Mitigation Plan Developed				X SC	X SC			
171			AT/FP								
172			Milcon (Barriers for Parade Deck)				X SC				
173			Funding Submitted								
174			Funding Approved								
175			Bid Developed/Bid Out								
176			Bids Accepted								
177			Construction Commences								
178			FUNDING/COMPTROLLER (AC/S, COMPTROLLER)								
179			Yearly Increased Funding								
180			Request Submitted				Yes	POM10			
181			Request Approved				Yes	PR09			
182			Funds Available				Yes	Ceilings			
183			INFORMATION TECHNOLOGY (AC/S, G-6)								
184			Synch of Personnel Management								
185			Concept Developed					Begin			
186			Funding Submitted								
187			Funding Approved								
188			Product Delivered								

[illegible]

	A	B	C	D	E	F	G	H	I	J	K
1			ANNEX 1 - INCREASED ACCESSIONS								
2											
3			Task Complete								
4			Task In Progress								
5			Task will not be achieved								
6		x	Task Started/Completed FY Qtr								
7		x sc	See Comment(Red Tab/Corresponds to Line #-Printed Version)								
8											
9											
10				FY 2009							
11				1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
12			PERSONNEL								
13			AC/S, G-1								
14			20 Civilian Employment Jobs								
15			Civilian								
16			PD complete	X SC							
17			PD Sent Stenits								
18			PD Return Stenits								
19			Position Advertised								
20			Position Filled								
21			Military								
22			TOCR Submitted								
23			TOCR Approved								
24			Order Issued								
25			"Q" Company Stood Up								
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35			TOCR Submitted								
36			TOCR Disapproved								
37			AC/S, G-4								
38			Civilian Motor Transport								
39			PD complete	X SC							
40			PD Sent Stenits	X SC							
41			PD Return Stenits	X SC							
42			Position Advertised	X SC							
43			Position Filled		X SC	X SC					
44			Aromory - Technicians				X SC				
45			PD complete				X SC				
46			PD Sent Stenits				X SC				
47			PD Return Stenits				X SC				
48			Position Advertised					X SC			
49			Position Filled					X SC			
50			Civilian Fire Department								
51			PD complete								X SC
52			PD Sent Stenits								X SC
53			PD Return Stenits								X SC
54			Position Advertised								X SC
55			Position Filled								
56			Civilian - Facilities Maintenance								
57			PD complete				Complete				Complete
58			PD Sent Stenits				Complete				Complete
59			PD Return Stenits				Complete				Complete
60			Position Advertised	Pending				Pending			
61			Position Filled	Pending				Pending			
62			Military								
63			TOCR Submitted								
64			TOCR Approved								
65			Order Issued								
66			BILLETING								
67			Sq. Foot Issue								
68			Waiver Submitted								
69			Waiver Approved								
70			Modular Building Purchase								
71			Phase I - 3rd Bn								
72			Design								
73			Bid Out								
74			Bid Accepted								
75			Construction Begins		Expected						
76			Construction Complete							Expected	
77			Occupy								Expected
78			Phase II - 3rd Bn								
79			Design				Award				
80			Bid Out		Pending						
81			Bid Accepted			Pending					
82			Construction Begins					Expected			
83			Construction Complete								
84			Occupy								
85			Phase III - 3rd Bn								
			Design				Award				

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1			ANNEX 1 - INCREASED ACCESSIONS								
2											
3			Task Complete								
4			Task In Progress								
5			Task will not be achieved								
6			x Task Started/Completed FY Qtr								
7			x sc See Comment(Red Tab/Corresponds to Line #-Printed Version)								
8											
9											
10				FY 2009							
				1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
86			Bid Out		Pending						
87			Bid Accepted			Pending					
88			Construction Begins						Expected		
89			Construction Complete								
90			Occupy								
91			MAINTENANCE/RENOVATION - 1ST AND 2ND BN								
92			2nd Battalion Barracks	Resume		Suspend	Occupy	Resume		Complete	Occupy
93			1st Battalion Barracks								Award
94			UV Lighting Purchased/Installed								
95			LOGISTICS								
96			T/E Adjustments in Support of RTR (Rifles, SL3 Items, 782 Gear)								
97			Needs Identified								
98			Request Submitted								
99			Gear Arrives PISC								
100			T/E Adjustments in Support of RTR (Rifles, SL3 Items, 782 Gear)								
101			782 Gear Needs Identified		X		X				
102			782 Gear Purchase requests forwarded to TECOM for their purchase					X			
103			Replacement and replenishment 782 Gear put on order		X		X				
104			782 Gear received at Parris Island						X	X	X
105			Needs Identified for additional Recruit support items (Footlockers, Racks, Linen)		X			X			
106			Request Submitted for additional Recruit Support Items		X				X		
107			Additional Recruit Support Items Arrive PISC			X				X	
108			Additional Recruit Support Items Arrive PISC							X	
109			Second Personal Effects Security Cage specs identified.					X			
110			Get funding and submit contract request or Maint Work Request for installing the fencing for Second Personal Effects Cage inside 500A						X		
111			Second Personal Effects Security Cage installed.							X	
112			GSA/GME Increase (Ambulances/Buses/Vehicles/Portable Bleachers)								
113			Needs Identified						X SC		
114			Request Submitted							X SC	X SC
115			Gear Arrives PISC								
116			GSA/GME Increase Fire Department Ambulance								
117			Needs Identified								
118			Request Submitted								
119			Gear Arrives PISC	X							
120			Ammo Increase								
121			Needs Identified								
122			Request Submitted								
123			Ammo Arrives PISC								
124			Meal Increase Mess Hall								
125			Payment for meals is generated by headcounts and paid by HQMC. Headcount data is provided when shipping data is received. LFS-4 is aware and has budgeted as appropriate. Sodexho is aware of increases and has planned accordingly. FY 09 Scheduled to	X SC							
126			Meal Increase Box Lunch								
127			Payment for box lunches is generated by receipt of box lunches sold. Sodexho is aware of increases and has planned accordingly. FY 09 Scheduled to feed 23,390. FY 10 Scheduled to feed 23,398. Needs fluctuate and are generated by S-3s' requirements.	X SC							
128			Meal Increase MRE								
129			MRE's are budgeted for annually. Meals arrive one month prior to consumption.	X SC							
130			Depot Clothing Space/Facility Upgrades								
131			Needs Identified								
132			Request Submitted								
133			Gear Arrives PISC								
134			Recruit Uniform Alterations Contract								
135			Needs Identified	X SC				X SC			
136			Request Submitted		X SC				X SC		
137			Contract Modification Approval Arrives PISC	X SC				X SC			
138			TRAINING								
139			Support of Operational Training								
140			Rifle Range Phase I							Award	Begin
141			Pistol Range								
142			Swim Qual/Requal								
143			Acquisition of AMSS								
144			Range Maintenance								
145			MCCS								
146			Rct Services								
147			Personnel Hired								
148			Barbers								
149			Adequate Staff of Barbers now available								
150			Cashiers								
151			5th Register added to Recruit Shop								
152			Travel Agents								

[illegible]

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1			ANNEX 1 - INCREASED ACCESSIONS													
2																
3			Task Complete													
4			Task In Progress													
5			Task will not be achieved													
6			x Task Started/Completed FY Qtr													
7			x sc See Comment(Red Tab/Corresponds to Line #-Printed Version)													
8																
9																
10				FY2011												
				1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr					
11			PERSONNEL													
12			AC/S, G-1													
13			Civilian													
14			PD complete													
15			PD Sent Stenis													
16			PD Return Stenis													
17			Position Advertised													
18			Position Filled													
19			Military													
20			TOCR Submitted													
21			TOCR Approved													
22			Order Issued													
23			"Q" Company Stood Up													
24			Military													
25			RTR (85 DI's and 15 Officers)													
26			TOCR Submitted													
27			TOCR Approved													
28			Order Issued													
29			"Q" Company Stood Up													
30			HSBn (3 Personnel)													
31			TOCR Submitted													
32			TOCR Disapproved													
33			WFTBn (10 Personnel)													
34			TOCR Submitted													
35			TOCR Disapproved													
36			AC/S, G-4													
37			Civilian Motor Transport													
38			PD complete		X											
39			PD Sent Stenis		X											
40			PD Return Stenis		X											
41			Position Advertised		X											
42			Position Filled			X	X									
43			Civilian Ammunition Supply Point													
44			PD complete													
45			PD Sent Stenis													
46			PD Return Stenis													
47			Position Advertised													
48			Position Filled													
49			Civilian Fire Department													
50			PD complete													
51			PD Sent Stenis													
52			PD Return Stenis													
53			Position Advertised													
54			Position Filled		X SC											
55			Civilian - Facilities Maintenance													
56			PD complete													
57			PD Sent Stenis													
58			PD Return Stenis													
59			Position Advertised		Pending											
60			Position Filled		Pending											
61			Military													
62			TOCR Submitted													
63			TOCR Approved													
64			Order Issued													
65			Z Company Stood Up													
66			BILLETING													
67			Sq. Foot Issue													
68			Waiver Submitted													
69			Waiver Approved													
70			Modular Building Purchase													
71			Phase I - 3rd Bn													
72			Design													
73			Bid Out													
74			Bid Accepted													
75			Construction Begins													
76			Construction Complete													
77			Occupy													
78			Phase II - 3rd Bn													
79			Design													
80			Bid Out													
81			Bid Accepted													
82			Construction Begins													
83			Construction Complete													
84			Occupy									Expected				
85			Phase III - 3rd Bn										Expected			

All positions waiting approval to advertise
 Expecting 6 weeks for stenis to approve based on history
 Will request for a 10 day advertisement.
 Desire is to have body on deck NLT 1 Jan 08 if approved

[illegible]

[illegible]

Annex 2

BALANCED SCORECARD

VISION: "We are a cohesive team of Marines, Sailors, and Civilians committed to upholding the legacy and operational relevance of the Corps by attracting qualified young men and women and transforming them mentally, physically and morally into U.S. Marines."

Goal #1 Cohesion (AC/S, G-1)

Performance Measures	Action Officer	BSC Strat Plan Strategy #	Baseline Sep 2007	1st QTR 2008	2nd QTR 2008	3rd QTR 2008	4th QTR 2008	TARGET 2008
# Civilians Given New Join Packet & Attending Acculturation Training	AC/S, G-1	1.1.2	0	TBD				
% PMEs Conducted Jointly	AC/S, G-1	1.1.3	0%	0%	0%	0%	0%	20%
Military Satisfaction Rating	AC/S, QM	1.2.1	4.03	3.99	0	0	0	4
Civilian Satisfaction Rating	AC/S, QM	1.2.2	4.03	3.99	0	0	0	4
# Applications Rcv'd Civ Leadership Programs	AC/S, G-1	1.3.2.a	2	2	0	0	0	3
% Military Supervisors Attending NSPS Rq'd Courses	AC/S, G-1	1.3.2.b	0%	64%				95%
% Civilians attending Rq'd NSPS Courses	AC/S, G-1	1.3.2.c	0%	79%				98%
%> Mil Resident Attendance	AC/S, G-3	1.3.4.1	0%	0%	0%	0%	0%	30%
%> Mil Resident Attendance	AC/S, G-3	1.3.4.2		TBD				
% Civilians (GS 9 & above) Attending PMEs	AC/S, G-1	1.3.4.3	0%	TBD				35%
% Mil Identified, Screened & Completing Follow-ups	AC/S, G-1	1.4.2	100%	100%	0%	0%	0%	100%

Goal #2 Instill Core Values (AC/S, G-1)

Performance Measures	Action Officer	BSC Strat Plan Strategy #	Baseline	1st QTR 2008	2nd QTR 2008	3rd QTR 2008	4th QTR 2008	TARGET 2008
% of Mil/Civ Attending CV Classes	AC/S, G-1	2.1	0%	0%	0%	0%	0%	50%
# Courses Created/Given	AC/S, G-1	2.2	1	1	0	0	0	1

Annex 2

BALANCED SCORECARD									
Performance Measures	Action Officer	BSC Strat Plan Strategy #	Baseline	1st QTR 2008	2nd QTR 2008	3rd QTR 2008	4th QTR 2008	TARGET 2008	
# Civilians Recognized for Noteworthy CVs	AC/S, G-1	2,3	0	3	0	0	0	2	
# Military Recognized for Noteworthy CVs	AC/S, G-1	2,3	0	0	0	0	0	4	
% RMC Team Manned	AC/S, RMC	2,4	80%	80%	0%	0%	0%	80%	
% "Spirituality & the Marine" Curriculum Developed and Implemented	AC/S, RMC	2,4	90%	90%	0%	0%	0%	100%	
% Command Religious Program (CRP) Developed & Implemented MCRD/ERR	AC/S, RMC	2,4	100%	100%	0%	0%	0%	100%	
% ERR Pastoral Care Plan Dev & Implemented	AC/S, RMC	2,5	10%	10%	0%	0%	0%	100%	
# ERR Pastoral Care Positions Created	AC/S, RMC	2,5	0	0	0	0	0	1	
# Pastoral Care Support Personnel within ERR for Respective MCDs	AC/S, RMC	2,5	0	0	0	0	0	1	
% BN Chaplain "orientation" Courses Completed	AC/S, RMC	2,6	100%	100%	0%	0%	0%	100%	
% Recruits Whose Faith Group Was Supported	AC/S, RMC	2,6	100%	100%	0%	0%	0%	100%	
Goal #3 Quality of Life (MCCS; AC/S, G-4)									
Performance Measures	Action Officer	BSC Strat Plan Strategy #	Baseline	1st QTR 2008	2nd QTR 2008	3rd QTR 2008	4th QTR 2008	TARGET 2008	
% Increase in Youth Activities Participation	MCCS	3.1.1	0	0				10%	
% Increase in SMP Participation	MCCS	3.1.2	0	0				10%	

Annex 2

BALANCED SCORECARD									
Performance Measures	Action Officer	BSC Strat Plan Strategy #	Baseline Sep 2007	1st QTR 2008	2nd QTR 2008	3rd QTR 2008	4th QTR 2008	TARGET 2008	
# New Family Readiness Events	MCCS	3.1.3	0	0				2	
% Increase of Customer Satisfaction (CSI)	MCCS	3.2.1	70%	0				72%	
% Increase ICE Comments	MCCS	3.2.2	0	0				5%	
# Uses for Opinionmeter	MCCS	3.2.3	0	0				6	
Reduce NAF Turnover Rate	MCCS	3.3.1	14%	15%				12%	
% Increase in Association Satisfaction Index (ASI)	MCCS	3.3.2	57%	0				67%	
# New Advertising Methods Implemented for Marines/Families	MCCS	3.4	0	0				0	
Tri-Command Housing Occupancy Rate	AC/S, G-4	3.6a	94%	98%				95%	
% DIs and Skill Instructors Residing at PI	AC/S, G-4	3.6b	49%	49%				80%	
% Increase in Overall Sales	MCCS	3.7.1	0	0				2%	
% APF support Provided vs. Allowed	MCCS	3.7.2	0	0				100%	
Goal #4 Improve Operations and Training (AC/S, G-3)									
Performance Measures	Action Officer	BSC Strat Plan Strategy #	Baseline	1st QTR 2008	2nd QTR 2008	3rd QTR 2008	4th QTR 2008	TARGET 2008	
% POIs reviewed annually for CV improvements	AC/S, G-3	4.1	100%	50%	0%	0%	0%	50%/75%/100%	
% POIs completed for DI School	AC/S, G-3	4.1.1							
% POIs completed for RTR	AC/S, G-3	4.1.2							
% Accessions Plan Resources Funded (Annex 1)	AC/S, G-3	4.2.1		40%	0%	0%	0%	100%	

Annex 2

BALANCED SCORECARD									
Performance Measures	Action Officer	BSC Strat Plan Strategy #	Baseline	1st QTR 2008	2nd QTR 2008	3rd QTR 2008	4th QTR 2008	TARGET 2008	
% Adequate Billeting Created (Annex 1)	AC/S, G-3	4.2.2	0						
% MPP thru put Completed (Annex1)	AC/S, G-3	4.2.3	0%						
% Master Lesson Files Updated/Validated	AC/S, G-3	4.3	100%	65%	0%	0%	0%	65%/80%/100 %	
% IT Project Automated Testing DI School	AC/S, G-3	4.4.1	0%	40%	0%	0%	0%	100%	
% Video on Demand Completed	AC/S, G-3	4.4.2	0%	25%	0%	0%	0%	100%	
% Defense Language Project Implemented	AC/S, G-3	4.4.3	0%	75%	0%	0%	0%	100%	
% Automated Scheduling Project Completed	AC/S, G-3	4.4.4	0%	0%	0%	0%	0%	FY09	
% Automated Marksmanship Scoring System Completed	AC/S, G-3	4.4.5	0%	0%	0%	0%	0%	FY10	
Goal #5 Integrated Planning (AC/S, QM)									
Performance Measures	Action Officer	BSC Strat Plan Strategy #	Baseline	1st QTR 2008	2nd QTR 2008	3rd QTR 2008	4th QTR 2008	TARGET 2008	
% Accuracy Strategic Integration Tool	AC/S, QM	5,1	0%	0%	0%	0%	0%	70%	
% Decision Points Reached on Schedule	AC/S, QM	5,1	0%	0%	0%	0%	0%	70%	
% Inspections completed on Schedule	AC/S, QM	5,2	0%	0%	0%	0%	0%	10%	
% Inspections Feedback Provided to Unit w/in Time Requirements	AC/S, QM	5,2	0%	0%	0%	0%	0%	80%	

Annex 2

BALANCED SCORECARD								
Goal #6 Enhance Force Preservation & Reduce Mishaps Aboard the Depot & within the ERR								
Performance Measures	Action Officer	BSC Strat Plan Strategy #	Baseline	1st QTR 2008	2nd QTR 2008	3rd QTR 2008	4th QTR 2008	TARGET 2008
# Violations Sited	Force Preservation	6,1	1328	0	0	0	0	1000
# Reduction in Motorcycle Mishaps (MCRD/ERR)	Force Preservation	6,2	7	2	0	0	0	4
# Required Classes Conducted	Force Preservation	6,3	0	0	0	0	0	9
# POIs Developed & In Use	Force Preservation	6,4	3	0	0	0	0	3
% Pre-departure Briefs Conducted	Force Preservation	6,5	100%	100%	0%	0%	0%	100%
% LOIs Issued to Families of "New" Marines	Force Preservation	6,5	100%	100%	0%	0%	0%	100%
% Safety Inspections Schedule Completed	Force Preservation	6,6	100%	100%	0%	0%	0%	100%
Goal #7 Enlist Quality Recruits (AC/S, Recruiting)								
Performance Measures	Action Officer	BSC Strat Plan Strategy #	Baseline	1st QTR 2008	2nd QTR 2008	3rd QTR 2008	4th QTR 2008	TARGET 2008
% Increase in #8412 on T/O	AC/S, Recruiting	7,1	93%	94%	0%	0%	0%	90%
% RS COs Attending Within 6 Months	AC/S, Recruiting	7,2	0%	0%	0%	0%	0%	100%

Annex 2

BALANCED SCORECARD									
% Increase in Qualified Leads Received at the Fulfillment Center	AC/S, Recruiting	7,4	28653/70909/ 117524/164972	102%	0%	0%	0%	0%	5%
Goal #8 Positive Community Relations (PAO)									
Performance Measures	Action Officer	BSC Strat Plan Strategy #	Baseline	1st QTR 2008	2nd QTR 2008	3rd QTR 2008	4th QTR 2008	TARGET 2008	
# Of Potential Organization/Group Contacts	PAO	8,1	40	13	0	0	0	10 per Qtr	
# of Joint Events, Speaking Engagements, & Returning Groups	PAO	8,2	100	17	0	0	0	25 per Qtr	
# Band Events Requests Received	PAO	8,3	273	54	0	0	0	273 (68/Qtr)	
Goal #9 Continuous Process Improvement (AC/S, G-8)									
Performance Measures	Action Officer	BSC Strat Plan Strategy #	Baseline	1st QTR 2008	2nd QTR 2008	3rd QTR 2008	4th QTR 2008	TARGET 2008	
% Projects Achieving Charter Goals	AC/S, G-8	9,2	0%	0%	0%	0%	0%	60%	
# Projects Completed	AC/S, G-8	9,2	0	0	0	0	0	3	
% Increase Beneficial Suggestions	AC/S, G-8	9,2	0%	0%	0%	0%	0%	5%	
% Senior Leaders Trained	AC/S, G-8	9,3	69%	86%	0%	0%	0%	95%	
% Trained Personnel Participating in Projects	AC/S, G-8	9,3	0%	100%	0%	0%	0%	75%	
Goal #10 Enhance Stewardship Resources, Environment, and Facilities (AC/S, G-4)									
Performance Measures	Action Officer	BSC Strat Plan Strategy #	Baseline	1st QTR 2008	2nd QTR 2008	3rd QTR 2008	4th QTR 2008	TARGET 2008	

Annex 2

BALANCED SCORECARD									
Reserve Equipment Readiness Rate - Generators (28 Units)	AC/S, G-4	10.1.1.a	99%	99%	0%	0%	0%	0%	100%
Reserve Equipment Readiness Rating - Climate Control (22 Units)	AC/S, G-4	10.1.1.b	96%	96%	0%	0%	0%	0%	92%
HVAC Equipment Readiness Rate - 5T & higher (169 Units)	AC/S, G-4	10.1.1.c	97%	97%	0%	0%	0%	0%	92%
Fire/EMS Equip Readiness Rate	AC/S, G-4	10.1.1.d	100%	100%	0%	0%	0%	0%	100%
Performance Measures	Action Officer	BSC Strat Plan Strategy #	Baseline	1st QTR 2008	2nd QTR 2008	3rd QTR 2008	4th QTR 2008	TARGET 2008	
% FFs with Paramedic Certifications	AC/S, G-4	10.1.1.e	33%	37%	0%	0%	0%	50%	
MT MEO Contract Quality Rating	AC/S, G-4	10.1.1.f	87%	93%	0%	0%	0%	90%	
Motor Transport Equipment Readiness Rate	AC/S, G-4	10.1.1.g	88%	96%	0%	0%	0%	93%	
Weapons & Optics Readiness Rate	AC/S, G-4	10.1.1.h	96%	97%	0%	0%	0%	98%	
% Reduction Total Energy Consumption	AC/S, G-4	10.1.2	3.84%	3.84%	0%	0%	0%	-6%	
% G-4 Funding Obligation Rate within Phased Budget Plan	AC/S, G-4	10.1.3	90%	90%	0%	0%	0%	100%	
Environmental Management System Implementation Rate	AC/S, G-4	10.2.1	33%	43%	0%	0%	0%	75%	
# Environmental Compliance Violations	AC/S, G-4	10.2.2	0	0	0	0	0	0	
% Employees Receiving Rq'd Environmental Awareness Training	AC/S, G-4	10.2.3	4%	23%	0%	0%	0%	100%	
FMD MEO Quality Rating	AC/S, G-4	10.3.1	88%(FY07)	89%	0%	0%	0%	90%	
% Controlled Inspection Program Completed (Annual Rqmts)	AC/S, G-4	10.3.2.a	72 Total	10%	0%	0%	0%	100%	

Annex 2

BALANCED SCORECARD										
% CIP Complete for 3-YR Requirement (204 total)	AC/S, G-4	10.3.2.b	68 Per Year (Total 204)	1%	0%	0%	0%	0%	0%	100%
Geofidelis (GIS) Readiness Rating	AC/S, G-4	10.3.3	0%	G4(49%)	0%	0%	0%	0%	0%	G2(70-79%)
Recruit Clothing First Time Fill Rate	AC/S, G-4	10.4.1	0%	99%	0%	0%	0%	0%	0%	95%
Organizational Clothing (DI) Appointment Cycle Time	AC/S, G-4	10.4.2.a	0%	99%	0%	0%	0%	0%	0%	95%
Average Recruit Clothing 01 Appointment Cycle Time	AC/S, G-4	10.4.2.b	120 minutes	7%	0%	0%	0%	0%	0%	20%
Average Cycle Time (< \$25K)	AC/S, G-4	10.5.1	17	15	0	0	0	0	0	20 days
Average Cycle Time (\$25-100K)	AC/S, G-4	10.5.2	13	13	0	0	0	0	0	45 days
Avg # Days to Complete Calls/Delivery Order	AC/S, G-4	10.5.3	0	20	0	0	0	0	0	15
# of Days to Develop/Solicit/Award Contracts	AC/S, G-4	10.5.4	0	TBD	0	0	0	0	0	TBD
# New Technology Projects Implemented	AC/S, G-6	10,6	4	4	0	0	0	0	0	5
# EDS Study Recommendations Implemented	AC/S, G-6	10,7	4	2	0	0	0	0	0	5
% Obligations within phased plan	AC/S, Comptroller	10,8	2%	-13%	0%	0%	0%	0%	0%	100%
Goal #11 Sharpen Force Protection Posture (AC/S, G-3)										
Performance Measures	Action Officer	BSC Strat Plan Strategy #	Baseline	1st QTR 2008	2nd QTR 2008	3rd QTR 2008	4th QTR 2008	TARGET 2008		
% Multi-Stage screening plan developed	AC/S, G-3	11,1	25%	25%	0%	0%	0%	0%	0%	75%
% New gate completed	AC/S, G-3	11,2	10%	10%	0%	0%	0%	0%	0%	40%
% Barrier plan completed	AC/S, G-3	11,3	10%	10%	0%	0%	0%	0%	0%	30%

Annex 2

BALANCED SCORECARD									
% Force Protection Plan Implemented	AC/S, G-3	11,4		0%	30%	0%	0%	0%	40%
% Hurricane Plan Validate	AC/S, G-3	11,5		0%	25%	0%	0%	0%	85%
% Pandemic Plan Developed	AC/S, G-3	11,6		0%	10%	0%	0%	0%	80%

Key:

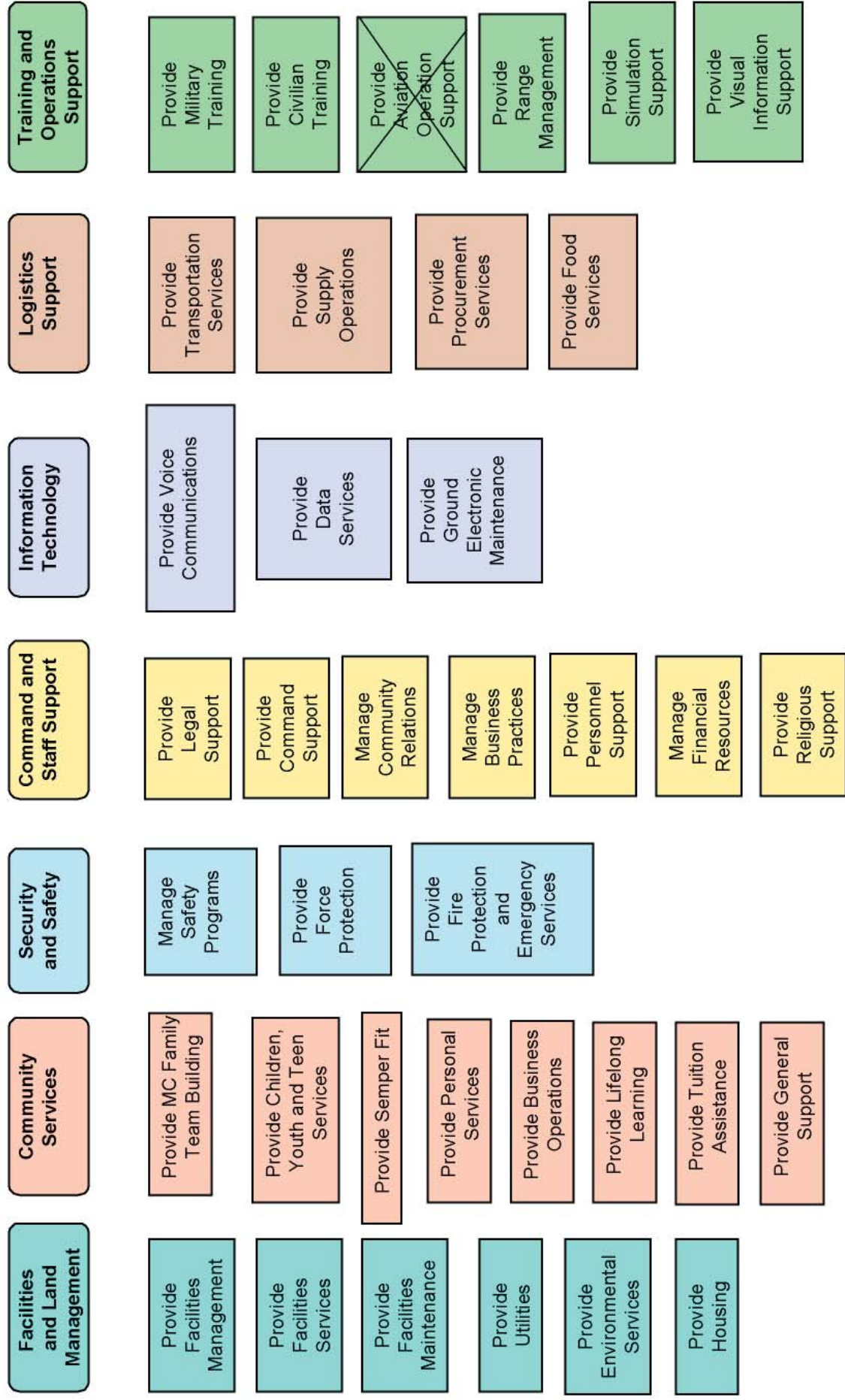
Green: At or above target

Yellow: Missing target, but within sight

Red: Missing target by substantial margin

Grey: No data available for FY

Installation Process Model



Annex 3

REFERENCES

STRATEGIC PLANNING

The President's Management Agenda (PMA). Provides Government-wide and Program Initiatives, focusing on fourteen areas where the opportunity to improve performance is the greatest.

Government Performance Results Act (GPRA), 1993. Enacted by the Senate and House of Representatives, GPRA provides for the establishment of strategic planning and performance measurement in the Federal Government.

Implementation of Management Initiative Decision (MID) 903 Background Impact within DoD. Establishes performance outcomes and tracking of performance results for the Department of Defense.

Naval Power 21, October 2002. Provides the vision, fundamental pillars, and focus areas, defining the new direction for the United States Navy and Marine Corps to continue to control the sea and to project power, defense and influence beyond the sea as part of a Joint Warfighting Team.

CMC Planning Guidance (2006). Guidance from the thirty-fourth Commandant of the Marine Corps to all Marines—active, reserve, civilian, retired, former and their families, providing broad objectives and intent.

Marine Corps Strategy 21, 3 November 2000. Provided the vision, goals, and aims to support the development of future combat capabilities. Strategic guidance for active and reserve Marines, Sailors, and civilian personnel who will make America's Marines, win our Nation's battles, and create quality citizens by optimizing the Corps' operating forces, support and sustainment base, and unique capabilities; and capitalizing on innovation, experimentation, and technology.

Marine Corps Concepts and Programs 2004. A description of how Marine Corps major programs fit into the ideas and concepts that are significantly enhancing the ability of our naval expeditionary forces to project sustainable combat power in the 21st century.

Marine Corps Installation 2020 Vision, 28 June 2004. Provides guidance to address the full range of issues and challenges facing 21st Century Marine Corps installations so that our installations will evolve, grow, and transition in step with the force.

United States Marine Corps Installations Campaign Plan (ICP), 1 January 2000. Vision to ensure installations provide and sustain the optimum facilities, services, logistics, and support activities to continue to make and train Marines, and maintain readiness in the 21st Century.

Business Enterprise Strategic Plan for Business Transformation and Performance Management, November 2004. Sets forth a strategy for the Marine Corps to enhance warfighting excellence by providing organizational leaders with tools, information, and guidance to improve support processes and redirect resources from the support establishment to the warfighter.

RECRUITING

MCRC Strategic Plan, Winning the Fight, Jan 07. The Marine Corps Recruiting Command's intent is to continue the recruiting success of the past by maintaining focus on two concerns: mission accomplishment and quality of life of our Marines, military and civilian, and their families. The plan outlines many of the ingredients of the past year, which are proven keys to mission success at all levels i.e., tactical, operational, and strategic.

MCRC FY07 Manpower Manning. The Deputy Commandant for Manpower and Reserve Affairs annually promulgates recruiting missions required to sustain the Marine Corps' active and reserve end strengths, along with the required numbers of accessions by enlisted.

MCRC FY07 Recruiting Advertising Plan. Provides for a well-executed marketing strategy that drives prospects to recruiters, supports the recruiters' contracting efforts, and enables recruiting success.

RECRUIT TRAINING

Recruit Training (MCO 1510.32D). Provides policy and instructions for the conduct of recruit training.

Standard Operating Procedures for Recruit Training (SOP). Provides regulations and procedures governing the conduct of recruit training.

Marine Corps Common Skills (MCCS) Program (MCO 1510.121A). The MCCS program is a system of Individual Training Standards (ITSs) directives that provide progressive, building blocks skills that are expected of all Marines. The ITSs represent those common entry level and sustainable skills required of Marines.

Individual Training Standards (ITS) System for Marine Corps Common Skills (MCCS) (MCO 1510.89B). Individual Training Standards (ITS) for Marine Corps Common Skills.

Individual Training Standards (ITS) System for MOS 8511 Drill Instructor (MCO 1510.60B). Individual Training Standards (ITS) for Military Occupational Specialty 8511, drill instructor.

Marine Corps Martial Arts Program (MCMAP) (MCO 1500.54A). Establishes policies, procedures, and standards for effective management, operation, and maintenance of the MCMAP program. MCMAP is an integrated martial art designed for the executed by all Marines throughout their careers.

Individual Training Standards (ITS) System for the Marine Martial Arts Program (MCMAP) (MCO 1510.122A). Individual Training Standards (ITS) for the Martial Arts Program.

Individual Training Standards (ITS) System for Marine Combat Water Survival Training (MCWST) (MCO 1510.125). Publishes the Individual Training Standards (ITS) for Marine Combat Water Survival Training.

Marine Combat Water Survival Training (MCWST) (MCO 1500.52C). Provides policy and instructions on the Marine Combat Water Survival Training.

BASE OPERATIONS

Force Preservation

Marine Corps Safety Program (MCO 5100.29 w/Ch 1) (Jun 04). Provides policy, assigns responsibility, and establishes instructions for the administration of the Marine Corps Safety Program.

Marine Corps Occupational Safety and Health Program Manual (NAVMC DIR 5100.8). This manual provides policy, assigns responsibility and establishes instructions for the administration of the Marine Corps Occupational Safety and Health (OSH) Program.

Marine Corps Occupational Safety and Health (OSH) Policy Order (MCO 5100.8). This policy provides guidance, assigns responsibility and establishes instructions for the administration of the Marine Corps Commands to provide a safe and healthful operational, training, working environment for all Marine Corps personnel.

Personal Protective Equipment Program (DepO 5100.1B w/Ch 1) (16 Aug 99). Provides policy, assigns responsibility and establishes instructions for the administration of the Depot's Personal Protective Equipment Program.

Depot Safety Program (DepO 5100.16E) (Oct 99). Publishes instructions for administering the Depot Safety Program.

Hazardous Material/Hazardous Communication Program (DepO 5100.21A) (Jun 99). Provides guidance to ensure the safe handling and use of hazardous material aboard the Depot.

Blood borne Pathogens Exposure Control Program (DepO 5100.22) (Sep 95). A comprehensive plan to eliminate or minimize exposure of personnel to blood borne organisms that can cause disease in humans.

Hazardous Energy Control Lockout/Tagout Program (DepO 5100.23) (Sep 95). Details the procedure to provide control of hazardous energy.

Confined Space Entry (CSE) Program (DepO 5100.24) (Feb 96). Publishes instructions for the administration of the CSE program.

Marine Corps Recruit Depot Parris Island Recreational and Off-Duty Safety (RODS) Program (DepO 5100.25) (Mar 96). Establishes policy, procedures, and guidance for the implementation of the MCRD, Parris Island RODS program in order to prevent recreational and off-duty mishaps.

Marine Corps Recruit Depot and Eastern Recruiting Region Traffic Safety Program (Drive Safe) (DepO 5100.26) (Nov 2001). Publishes and implements a drive safe program in order to improve the efficiency and effectiveness of the Depot's GME vehicle fleet.

Master Labor Agreement between the United States Marine Corps and the American Federation of Government Employees (AFGE) (Dec 2005). Prescribes certain rights and obligations of employees, the AFGE, and the employer, and establishes procedures that meet the special requirements and needs of the USMC.

Installations and Logistics

Base Master Plan. Provides an efficient and orderly development of its real estate and facilities resources so that Parris Island can successfully complete its assigned mission.

Long Range Utilities and Energy Plan. Provides a plan for future maintenance requirements related to the Depot energy and utility systems, and carries out the Depot's energy-related program and initiatives.

Integrated Natural Resources Management Plan. Provides objectives, milestones and measures of merit for the management of Depot natural resources and supports Depot planning, development and operational requirements (2006).

Integrated Cultural Resources Management Plan. Provides objectives, milestones and measures of merit for the management of Depot historical and archaeological resources and supports Depot planning, development and operational requirements (Aug 2005).

Integrated Contingency Plan. Combines the response and planning requirements of several environmental regulations and supports Depot planning, development and operational requirements (Oct 2006).

Site Management Plan. Provides an enforceable schedule of activities required by the Installation Restoration Program (2006).

Comprehensive Environmental Training and Education Program Plan. Provides goals and objectives, as well as, a framework for the identification of environment training requirements and the subsequent delivery of training and education services (Feb 2007).

Pollution Prevention Plan. Provides objectives, milestones and measures of merit for the management of Depot solid and hazardous wastes through a comprehensive analysis of Depot operations from procurement through disposal and supports Depot planning, development and operational requirements (Aug 2006).

Storm Water Pollution Prevention Plan. Provides objectives, milestones and measures of merit for the management of Depot activities that have a potential to impact storm water and supports Depot planning, development and operational requirements (Oct 2006).

Commandant's Barracks Campaign Plan (HQMC, Jan 1999). Guidance from the thirty-second Commandant of the Marine Corps to all Marines residing in the Marine Bachelor Enlisted Quarters (BEQ) concerning living in and managing the Marine BEQs. The general objective of the plan is to improve the quality and habitability of our BEQs.

Geographic Information System Implementation Plan. Provides objectives and milestones for the implementation of the Geographic Information System.

Garrison Property Manual (MCO P10150.1). Prescribes the policies and procedures governing the acquisition, management, and control of garrison property used at Marine Corps bases, stations and commands

Marine Corps Community Services

Programs for Military Morale, Welfare, and Recreation (MWR) (DoDI 1015.10). Implement policy, assigns responsibilities, and prescribes procedures under (DoD Dir 1015.2-MWR) for operating and managing programs for military MWR.

Marine Corps Community Services Policy Manual (MCCS POLICY MANUAL) (MCO P1700.27A). Establishes the policies for Marine Corps Community Services Programs in order to enhance the Quality of Life (QOL) for the military community.

Marine Corps Semper Fit Program Manual (MCO P1700.29). Sets policy and standards of the Marine Corps Semper Fit program – a comprehensive fitness, recreation, and health promotion program. This program provides information with a combined arms team of fitness professionals, medical experts, educators, and recreation specialists that encourage and support healthy lifestyles.

Marine Corps Exchange Security and Loss Prevention Manual (MCO P4066.17 w/Ch 1-2). Prescribes procedures, instructions, minimum guidelines, and policy for the security and prevention of loss of Marine Corps exchange assets.

Marine Corps Family Team Building (MCFTB) (MCO 1754.6A). Establishes guidelines and provides instructions to ensure standardization and equality of Marine Corps Family Team Building (MCFTB) throughout the Marine Corps.

Operations and Training

The Marine Corps Training and Education Systems (MCO 1553.1B). Establishes a Total Force system for the training and education in the Marine Corps and delineates responsibilities for the implementation of that system.

System Approach to Training (SAT) Guide (Jun 2004). SAT, is the recognized standard governing the instructional process in the Department of Defense (DOD). SAT is a comprehensive process that identifies what is performed on the job, what should be instructed, and how this instruction should be developed and conducted. This systematic approach ensures that what is being instructed are those competencies that are most critical to successful job performance.

Individual Training Standards (ITS) for Antiterrorism Force Protection (AT/FP) System (MCO 1510.114). Provides the Individual Training Standards (ITSs) for Antiterrorism Force Protection (ATFP).

Crime Prevention (MCO 5500.18). Establishes Marine Corps crime prevention policy, and promulgates regulations on the storage and security of privately owned weapons aboard bases, stations and posts.

Security Requirements for Government Employees, Executive Order (EO 10450). Provides that the interests of national security require that all persons privileged to be employed in the departments and agencies of the Government shall be reliable, trustworthy, of good conduct and character, and of complete and unswerving loyalty to the United States.

Department of the Navy Personnel Security Program (PSP Regulation (SECNAVINST 5510.30a w/Ch 1). Establishes the Department of the Navy Personnel Security Program.

Plans, Programs and Assessment

United States Marine Corps Business Plan (HQMC, Feb 03). Implements the Commandant's direction to manage the Business Enterprise of the Marine Corps through the application of better business practices.

United States Marine Corps Civilian Workforce Campaign Plan (2008-2012). Focuses on enhancing civilian workforce management and making the USMC the employer of choice for civilians seeking challenging and rewarding careers.

Public Affairs

Headquarters Public Affairs Plan (PA PLAN) Mission Statement. Marine Corps Public Affairs serves as a link between Marines and the public and must facilitate the instantaneous flow of information that is generated through the 24 hour news cycle, the Internet and cellular communications. Public Affairs Marines must be trained, equipped and postured to serve the Force Commanders, as they execute their duties in keeping Marines and the American people informed of what is happening on the battlefield as well as aboard Marine Corps bases. In peacetime and in war, the PA mission is to tell America's citizens what their Marines are doing.

Standard Operating Procedures for Visits (DepO 5050.7B w/Ch 1). Promulgates policy and assigns responsibility for the conduct of visits hosted by Marine Corps Recruit Depot, Parris Island.

Quality Management

NAVMC Inspector General's IG Investigations Manual. This manual provides the instructional guidelines and procedures for conducting IG investigations.

JAG Manual. This manual provides the instructional guidelines and procedures for conducting Judge Advocate General investigations.

NAVMC 5040.6H / MCO 5040.6H Marine Corps Readiness and Assessments. These references provide the guidance and procedures for conducting the Commanding General's Inspection Program (CGIP).

NAVMC 1700.23F / MCO 1700.23F Request Mast Procedures. These references provide the requirements and the proper procedures for requesting and conducting mast.

MCO 1620.2D Armed Forces Disciplinary Control Board. This order is the reference that outlines the duties of the AFDCB. The AFDCB is the formal board that reviews unfair business practices and allows the Commanding General to formally place businesses off-limits to members of the Tri-command.

DoDI 1344.07 Personal Commercial Solicitation. This instruction outlines the procedures and requirements for commercial vendors to petition for business licenses for on-base solicitation.

DepO P12000.6 Civilian Personnel Manual. This manual provides the policies and procedures regarding the employment of and benefits afforded civilians who work aboard the Depot.

MCO P5354.1D Marine Corps Equal Opportunity Manual. This order provides information pertaining to Marine Corps Equal Opportunity.

